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**SHORT-TERM ACTION PLAN FORMULATION FOR CLEANLINESS  
AND GREEN OPEN SPACE AGENCY (DKRTH) SURABAYA**

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**SHORT-TERM ACTION PLAN FORMULATION FOR  
CLEANLINES AND GREEN OPEN SPACE AGENCY (DKRTH)  
SURABAYA**

**FINAL PROJECT**

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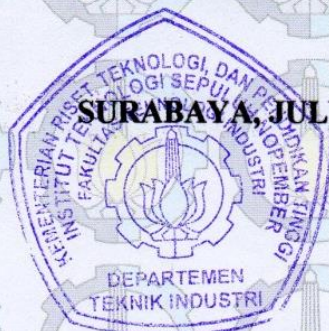
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**SURABAYA, JULY 2018**





# **SHORT-TERM ACTION PLAN FORMULATION FOR CLEANLINESS AND GREEN OPEN SPACE AGENCY (DKRTH) SURABAYA**

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## **ABSTRACT**

Achieving eco-city of Surabaya requires an effective strategic planning. The city council has performed various initiatives and activities to make the city become “green”. However, those activities are not integrated, lack of sustainability and measurement. Therefore, this research proposes a framework to formulate strategic planning for the council based on Value Proposition Design (VPD). Value Proposition Design is a tool that can help the organization to create value for the stakeholders involved, considering their expectation and organization situation. VPD framework can understand the situation comprehensively, including the expectation of each stakeholder. This research uses the descriptive qualitative approach, which the data is collected through the Focus Group Discussion (FGD), interview, and questionnaire to some related parties. The proposed framework results in an action plan for one secretariat, three sectors and five divisions existed in the council, which the action plan for the short-term (one year) period for year 2019 or usually called Council Work Plan. This research is expected to be the reference of Surabaya city council for their activity planning and problem-solving activities, which resulted in assisting the city council to achieve their goals.

**Keywords:** Surabaya City Council, Strategic Management, Value Proposition Design, Action Plan

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Author

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# **CHAPTER 1**

## **INTRODUCTION**

This chapter will cover the introduction and the background of the research. This chapter aims to present the reader about what has become the reason and the urgency of the reason, so the research is needed to be done.

### **1.1 Background**

Surabaya is a city in Indonesia that located in East Java. As the principal city of East Java, Surabaya has been becoming a developing city in the process. Under the supervision of the current mayor of Surabaya, Tri Rismaharini, Surabaya is also well known for the effort to become a city which has the high concern for the environment. In the meantime, Surabaya city has received many national and international awards in the environmental field. In the national level, the awards such as Solid Waste Transportation Award 2015; City Sanitation Summit XVI Awards 2016; Adipura Kencana 2017; and many more. In the international level, the awards such as Environmentally Award 2012; The 2013 Asian Townscape Sector Award; Sustainable City and Human Settlements Award Global Green City Category 2017; and more (GNFI 2016).

Aside from that, based on the Surabaya city's vision and mission (Chapter 2), it can be seen that one of the main focus of the Surabaya government in the period of 2016-2021 is to make an ecology-based city, or it is usually called eco-city. Eco-city is a city which built using the environment principle in all aspects and factors that related to the city. Surabaya itself has targeted that they will achieve the eco-city goal in the year of 2020.

In order to support the vision, mission, retain, and improve the achievement, Surabaya is supported and helped by the city council that had already built. One of the backbones of Surabaya to achieve eco-city is the Cleanliness and Green Open Space Agency (DKRTH). DKRTH has the task to carry out cleanliness and green open space work. DKRTH also has the task to formulate the policy, organize some affairs related, coaching and execution of

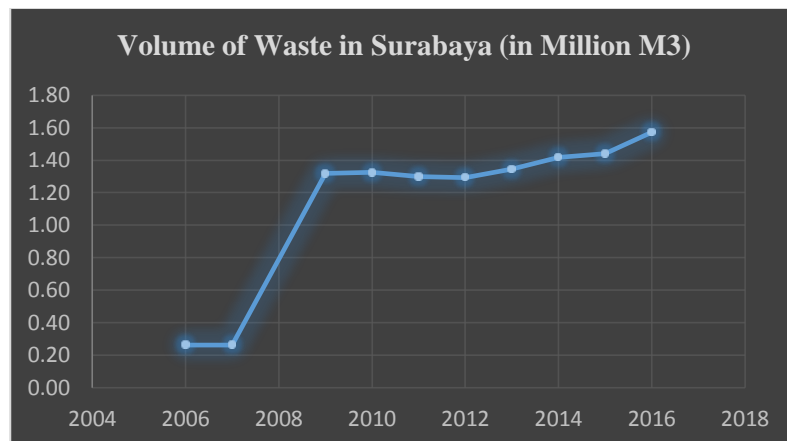
tasks, administrative service, administration of cleanliness and landscaping, etc. (DKRTH, 2015). Figure 1.1 shows one of the works of DKRTH.



**Figure 1.1 One of the Work of DKRTH**  
**(Research Team ITS, 2017)**

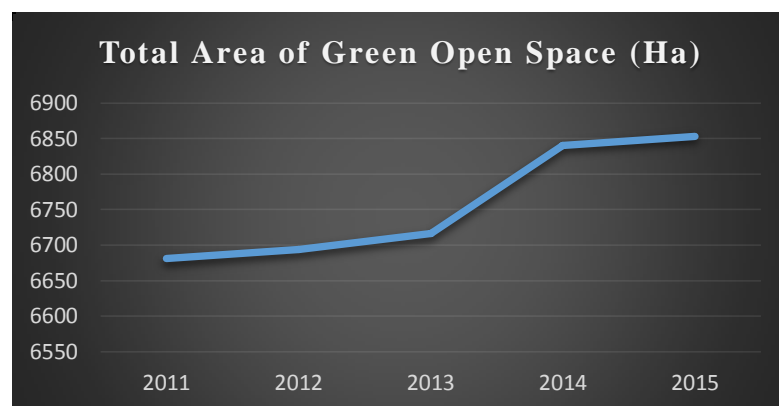
Ironically, the council that expected can lead the city toward its vision, missions, and goals still does not have a structured action or work plan, as they also still grope about how to construct it. The existing Renja has several weaknesses, such as still too focus on quantity matter and neglect the quality improvement matter; sub activity points that are still general and do not reach until the operational matter as it supposed to be in an action plan or work plan; and more. The complete evaluations about Renja structure of DKRTH are can be seen in Chapter 6.

The absence of well-structured action plan does not support the challenges faced by the council. The challenges such as high variety of duties, since the business processes undertaken are also unique. The next challenge is the dynamic works that are carried. Since the city is developing very fast, the workload of the council is growing very fast too. In terms of the cleanliness work, Figure 1.2 shows the volume of waste in Surabaya year by year.



**Figure 1.2 Volume of Waste in Surabaya**  
(BPS Surabaya, 2017)

From the figure above, it can be seen that the volume of waste is generally increasing in the past several years. In term of green open space work, Figure 1.3 shows the data of Surabaya's green open space total area from 2011-2015.



**Figure 1.3 Total Area of Green Open Space**  
(Cendananews, 2016)

The two figures above are the representation of DKRTH work scope data (cemetery, seed gardening, general street lighting, etc.) which from the data, it can be inferred that the workload of DKRTH is also increasing year by year, and possibly for the future period. Therefore, DKRTH is carrying a big responsibility for the work accomplishment and the problem-solving matter in the organization.

In consequences, the council faces so many problems which arise from the internal and external organization. The problems such as the existence of outsourcing workers, lack of ability to do controlling and monitoring, etc. The absence of well-structured action plan also makes the study and researches conducted to address the problem inside the council are only solved the problem partially and not fully integrated, as there were also so many shortcomings during the study (Table 2.5). The last statement is supported by Anityasari (2018), as the academician who leads most of those research, and also the researchers for each study. The researches done since several years ago with DKRTH as the object such as the study by Maulidina S., (2014), which aims to solve the efficiency problem by determining the optimum road sweeper number needed in Surabaya; the latest one is the study by Firdausy, (2017), which aims to assess the workload analysis of the DKRTH worker; and there are more. A complete review of the previous research will be presented in Chapter 2.

From the indication, it leads to the urgency of the well-structured action plan or Renja making activities in order to solve the problem existed. The Renja intended is for the upcoming year, which is 2019. The Renja will be constructed following the methodology in Chapter 3 which also covers the other explanations. The data is collected through Focus Group Discussion and interview session with some parties related such as the head of the bodies, division, etc. to understand the needs and requirement by each sector and divisions. In the little part of the data collecting, questionnaires are also used to collect the opinion of communities. The researcher made an assessment by using descriptive and qualitative research, because of that the research should be characterized as explorative and descriptive research.

The methodology can be used to overcome the work challenges in the DKRTH, and the limitation owned by DKRTH in many aspects. It also can understand the situation comprehensively, including the expectation of each stakeholder. This research is expected to be the reference of DKRTH for their action planning and problem-solving activities so that DKRTH can go towards a better direction and become a sustainable organization and could achieve the vision, mission, and goals.

## **1.2 Problem Formulation**

How to develop a more systematic, effective, and structured action plan for DKRTH's sectors and divisions based on the stakeholder's requirement and expectation in order to support Surabaya city to achieve city's vision, missions, and goals.

## **1.3 Research Purposes**

The purposes of the research as follows:

1. Implement an intensive data collection to know the challenges faced by the council and expectation of each council's beneficiaries.
2. Analyze the problem findings from data collected in point 1.
3. Develop short-term action plan 2019 (Renja 2019) that fits with the challenges and conditions of DKRTH.

## **1.4 Research Benefit**

The institution can get the benefit from this research and the report. The benefits as follows:

1. The institution is able to gain the knowledge of value needed by beneficiaries and figuring how it is related to the action plan generating.
2. The institution will figure out the key issues existed in the council's sectors and division and get the solution to the problem.
3. The institution is able to know the action plan that suits council condition after some research processes taken.

Whereas the benefit that can be gained by the readers from this research as follows:

1. The research and report can be used as a base reference for the further research, especially in the field of action plan generating.
2. The research and report can give the readers the knowledge about all method, methodology, and concept used in this research, such as Value Proposition Design, data collecting, etc.

## **1.5 Research Scope**

This sub-chapter will cover the limitation and assumption that will determine the scope of the research:

### **1.5.1 Limitation**

The limitation is made in order to make the research more specific and keep off from out-of-context. The limitation as follows:

1. Steps that can be done in the research is limited to the research period which is maximum four months, from March-June 2018.
2. The action plan is referred to 2019 DKRTH action plan or Renja.
3. There is no implementation stage in this research.
4. There is no budget consideration in this research and the action plan formulated in this report will not cover until the indicator.
5. Value Proposition Design framework undertaken in this research is only until the Beneficiary Profile stage.

### **1.5.2 Assumption**

The assumption(s) used during the research process are as follows:

1. All components and processes within the organization do not change during the research.
2. The data collected for the research is adequate.
3. The strategy alignment from city's vision until the council's programs is already linked.

## **1.6 Report Structure**

To facilitate understanding of the flow of this research, the research proposal is prepared and will consist of several chapters with the explanations are as follow:

### **CHAPTER I INTRODUCTION**

Chapter I contains the background of research, problem formulation, research objectives, research benefits, limitations, and assumptions, as well as systematics of writing.



## **CHAPTER II LITERATURE REVIEW**

Chapter II includes the conceptual models and basic theories relating to the understanding of the methods to be used for the problem solving, etc. The chapter contains the literature as a reference to solve the existing problems, which will form and shape the framework of thinking analysis, which will guide the authors and reader both in the processing stage, until the implementation.

## **CHAPTER III RESEARCH METHODOLOGY**

Chapter III describes research methods in the form of flow diagrams and also explanations, research sequences, and explains how the authors collect data from objects to be processed further.

## **CHAPTER IV EXISTING COUNCIL CONDITION**

Chapter IV will explain the condition of existing council which consisted of duties, function, organization structure, resources, achievement, management aspect of the council. This chapter aims to present the reader about research object overview so that they can get in the right context intended.

## **CHAPTER V DATA COLLECTION AND PROCESSING**

Chapter V will contain the data that have already gathered during the research activity as well as the data processing stage. In the data collection section will be presented the reduction of the interview process, literature study, etc. that will be the input of the data processing section. Including in the data processing are the problem analysis lead to a causal relationship and a detailed description of the problem identified.

## **CHAPTER VI ACTION PLAN**

This chapter will cover the action plan that will be constructed for the council. It is based on the data collection and processing in the previous chapter. It covers the action plan in short-term strategy development of the DKRTH. This chapter will also be completed with some key successes and challenges identification of council's critical development aspect.

## **CHAPTER VII CONCLUSION AND SUGGESTION**

In this chapter will be described the conclusions and suggestions that can be taken from this research so as to provide an evaluation of the council and also to the author.

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## CHAPTER 2

### LITERATURE REVIEW

This chapter will explain about the group of the literature that used for the research. The literature contains theory, concept, and literature study that used by the author in conducting the research and the report.

#### 2.1 Surabaya City

Surabaya city is the capital of East Java Province, Indonesia, and is the largest metropolitan city in the province. Surabaya is the second largest city in Indonesia after Jakarta. Based on the Indonesia Ministry of Internal Affair (Kemendagri) site, Surabaya has an area of about 350.54 km<sup>2</sup> with a population of 2,765,487 people (2010). The city is located 796 km east of Jakarta, or 415 km northwest of Denpasar, Bali. Surabaya is located on the northern coast of eastern Java Island and facing the Madura Strait and the Java Sea.

**Table 2.1 Vision and Mission of Surabaya City**

Vision
Surabaya an ecology-based city, with the prosperous citizen with character, and globally competitive.
Mission
1. Achieve good quality community resources.
2. Empowering the community and creating the widest opportunity for effort.
3. Maintaining security and public order.
4. Creating an integrated spatial arrangement and taking into account the supporting capacity of the city.
5. Establish environmentally friendly facilities, infrastructure, and settlements.
6. Strengthen local cultural values in the aspect of people's lives.
7. Creating Surabaya as a hub for inter-island and international trade and services.
8. Strengthen good governance.
9. Strengthen the competitiveness of local economic enterprises, product and service innovation, and the development of creative industries.
10. Achieve integrated and efficient city infrastructure and utilities.

(RPJMD, 2016)

Under the supervision of the current mayor of Surabaya, Tri Rismaharini, Surabaya has some missions and target actions that want to be achieved. Table 2.1 shows the vision and mission statement of Surabaya City in the period of 2016-2021. Surabaya also has the government body to organize the city continuation. Based on the Surabaya City official website, it can be known that Surabaya City Government is part of the system of local governance in Indonesia, which embraces the system of decentralization, co-administration and de-concentration in organizing and managing its own governmental affairs according to the principle of autonomy and carrying out the broadest autonomy and co-administration in Surabaya.

The city government of Surabaya is led by a mayor, who is elected democratically based on the 1945 Constitution, and in the administration of Surabaya city consists of Surabaya city government and parliament of Surabaya city. Figure 2.1 shows Surabaya city in picture.



**Figure 2.1 Surabaya City in Figure**  
**(Garuda Indonesia, 2018)**

The mayor is accompanied with a deputy mayor to oversees the coordination of the regional work unit (SKPD) consisting of the city secretariat; expert staff; city parliament secretariat; *Dinas* (service); sectors; regional inspectorate; a sub-district headed by a *camat* (including equivalent units); and sub-districts headed by a *lurah* (including equivalent units).

All SKPD employees are the ranks of civil servants in the municipal government. In addition, the mayor of Surabaya also has other partners of other

levels who play an important role in the development of the Surabaya City, which is a Surabaya City Coordination of Regional Leaders Forum (Forkopimda). It consists of Mayor and Deputy Mayor of Surabaya; Chairman of DPRD Surabaya; Commander of Korem 084 / Bhaskara Jaya; Commander of Kodim 0830 / North Surabaya; Commander of Kodim 0831 / East Surabaya; Commander of Kodim 0832 / Surabaya Selatan; Kapolrestabes Surabaya; KP3 Head of Tanjung Perak Surabaya Police; Chairman of the Surabaya District Court; Chairman of the Religious Court of Surabaya; and Chairman of the Surabaya District Attorney. Since 2005, the mayor and the deputy mayor of Surabaya were directly elected by the citizen in the *Pilkada*, having previously been elected by the city council members. The Mayor and Deputy Mayor of Surabaya today are Tri Rismaharini and Wisnu Sakti Buana.

### **2.1.1 Surabaya Achievements Regarding Cleanliness and Green Open Space**

Surabaya government has been making effort to do continuous improvement in all aspect of the city, including the cleanliness and green open space aspect. The work of Surabaya government results in a real outcome that can be seen and felt by the citizen. Not only the local citizen, but the other parties also have been acknowledged the effort of Surabaya government in the form of award and achievement. Table 2.2 shows the list of the Surabaya's achievements in the national scale.

**Table 2.2 Surabaya City Award in National Scale**

No.	Award	Year
1.	Environmental Care Award	2014
2.	Indonesia Green Awards Green City Category	2014

(Surabaya.go.id, 2018)

**Table 2.2 Surabaya City Award in National Scale (continued)**

No.	Award	Year
3.	Adipura Kencana Metropolitan City Category	2014
4.	Solid Waste Transportation Award	2015
5.	Adipura Kencana	2015
6.	Adiwiyata Mandiri	2015
7.	Kalpataru	2015
8.	First Winner of Smart City in Environment Sector	2015
9.	Adipura Paripurna	2016
10.	City Sanitation Summit XVI	2016
11.	Adiwiyata Mandiri	2017
12.	Climate Habitation Program	2017
13.	Adipura Kencana for Metropolis City Category	2017
14.	Nirwasita Tantra for Best Regional Environment Management Quality Index Preparation	2017

(Surabaya.go.id, 2018)

Aside from the national scale, the recognition also comes from the international side, as listed in Table 2.3 below.

**Table 2.3 Surabaya City Award in International Scale**

No.	Award	Year
1.	Green Building in Surabaya City: 'ASEAN Center for Energy Award'	2006
2.	Energy Globe	2005
3.	The Green Apple Award for Environmental Best Practice	2007
4.	Dubai International Award for Best Practices to Improve the Living Environment for Green and Clean Initiative Indonesia	2008
5.	Asian Cities of the Future	2009/2010
6.	ASEAN Environment Sustainable City (ESC) Award	2011
7.	The Asian Town-scape Award (Bungkul Park)	2013
8.	Socrates Award "City of the Future"	2014
9.	Best City in the World Nomination	2014
10.	ASEAN Environmentally Sustainable City Award	2014
11.	C 2 C Award of Public Participation Category by Citynet	2014
12.	Sustainable City and Human Settlements Award Global Green City Category	2017

(Surabaya.go.id, 2018)



## 2.2 Cleanliness and Green Open Space Agency (DKRTH) in Surabaya City

Cleanliness and Green Open Space Agency (DKRTH) is one of the councils in the Surabaya government. DKRTH has the task to do the region government affairs based on the principle of autonomy and duty assistance in the field of cleanliness and landscaping (DKRTH 2015).

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Table 2.4 shows the vision and mission of DKRTH.

**Table 2.4 Vision and Mission of DKRTH**

<b>Vision</b>
“Surabaya care about clean, green, beautiful, and shiny.”
<b>Mission</b>
1. Improve the community’s role in the implementation of community-based waste management.
2. Improve the city’s cleanliness service quality.
3. Improve the private sector’s role in the cleanliness management.
4. Improve the cleanliness management’s facilities and infrastructures.
5. Improve the quantity and quality of city’s park, green line, decoration, and cemetery.
6. Improve the quantity and quality of park and street lighting.
7. Improve the community’s role and concern in street lighting and green open space management.
8. Strengthen good governance.
9. Strengthen the competitiveness of local economic enterprises, product and service innovation, and the development of creative industries.
10. Achieve integrated and efficient city infrastructure and utilities.

(DKRTH Book Profile, 2015)

DKRTH consists of several sectors and Technical Implementation Unit (UPTD) as listed below:

- Secretariat

The Secretariat has the task of carrying out some of the duties of DKRTH in the secretarial field.

- Cleanliness Sector

Cleanliness Sector has the task of carrying out some duties of DKRTH in the cleanliness field.

- Facilities and Infrastructure Sector

Facilities and Infrastructure Sector has the duty to carry out some tasks of DKRTH in the facilities and infrastructure field

- Street Lighting and Green Open Space Sector

Street Lighting and Green Open Space Sector has the task of carrying out some tasks of DKRTH in the street lighting and green open space field.

- UPTD

UPTD is the technical operational elements and the official's supporter in the field.

### **2.2.1 Work Scope**

Below is the breakdown of the DKRTH's work scope.

#### *2.2.1.1 Cleanliness*

The work scopes of cleanliness in DKRTH are listed below:

- 70% road sweeping done by DKRTH, 30% by the third party
- 70% waste transportation activity done by DKRTH, 30% by the third party
- Riotous waste
- *Jogo got* (drainage and pump house maintenance)
- Community empowerment
- Feces and waste disposal permit administration
- Landfills (TPA) and Installation of Sewage Disposal (IPLT) management
- Cleanliness justice
- Toilet car provision

Figure 2.2 shows the example of cleanliness work in DKRTH.



**Figure 2.2 Example of Cleanliness Work (Research Team ITS, 2017)**

#### **2.2.1.2 *Green Open Space***

The work scope of green open space in DKRTH are listed below:

- Park making and maintenance
- Trees planting and maintenance
- Plant seeding

Figure 2.3 shows the example of green open space work in DKRTH.



**Figure 2.3 Example of Green Open Space Work  
(Research Team ITS, 2017)**

#### **2.2.1.3 *General Street Lighting***

The work scope of general street lighting in DKRTH are listed below:

- General street lighting installation
- General street lighting maintenance

Figure 2.4 shows the example of general street lighting work in DKTH.



**Figure 2.4 Example of General Street Lighting Work**  
(Research Team ITS, 2017)

#### 2.2.1.4 Cemetery

The work scope of the cemetery in DKRTH are listed below:

- Cemetery maintenance
- Funeral and burial service

Figure 2.5 shows the example of cemetery work in Surabaya.



**Figure 2.5 Example of Cemetery Work**  
(Research Team ITS, 2017)

#### 2.2.1.5 City Decoration

The work scope of city decoration in DKRTH are listed below:

- Ornament
- City's ornament

Figure 2.6 shows the example of city decoration work in DKRTH.





**Figure 2.6 Example of City Decoration Work**  
(Sumarno, 2015)

#### 2.2.1.6 *Feces*

The work scope of feces matter in DKRTH are listed below:

- Feces management in IPLT

#### 2.2.1.7 *Compost*

The work scope of composting in DKRTH are listed below:

- Organic waste processing to become compost
- Compost provision
- Super Depo management
- PLTSa management

Figure 2.7 shows the example of compost work in DKRTH.



**Figure 2.7 Example of Compost Work**  
(Research Team ITS, 2017)

#### *2.2.1.8 Seed Garden*

The work scope of seed gardening in DKRTH are listed below:

- Plant cultivation
- Plant provision

The complete reading about DKRTH will be presented in Chapter 4.

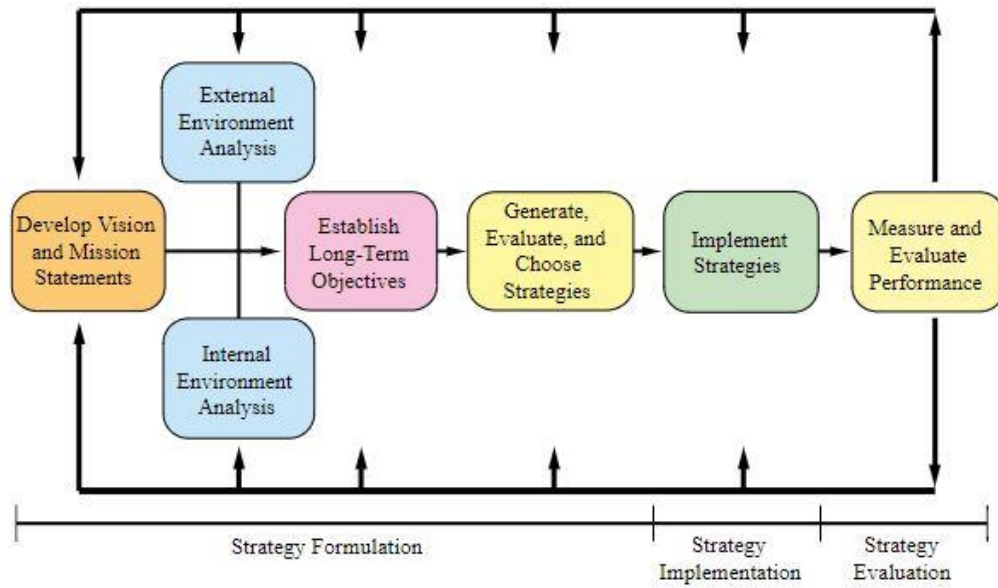
### **2.3 Strategic Management**

Strategic management is the art and science of composing, applying, and evaluating cross-legal decisions, strategic management focuses on organizational goal setting, policy development and planning to achieve goals, and allocates resources to implement policies and plan for achieving organizational goals (David and David 2014). While Ketchen & Bergh (2006) defines strategic management as an analysis, decision, and action by a company to create and maintain a competitive advantage.

#### **2.3.1 Strategic Management Model**

Strategic management begins with identifying existing organizational vision, mission, objectives, and strategy are a logical starting point for strategic management because the company's current situation and conditions can hinder certain strategies and may even dictate certain actions. Every organization has a vision, mission, purpose, and strategy, even if these unconscious elements are designed, written, or communicated.

Strategic management has stages or processes that are structured and structured in the form of models like the Figure 2.8 below.



**Figure 2.8 Model of Strategic Management**  
(David & David, 2014)

### 2.3.2 Strategic Management Phase

David (2013) explains that the strategic management process consists of three stages, namely strategic formulation, strategic implementation, and strategic evaluation. But, here, a phase is added which is strategic planning to cover the pre-action that needed in strategic management. It is based on the Rai Technological University (2016) strategic management handbook. These phases are linked to each other in a sequence. So, the process can be done more complete and comprehensive.

#### 2.3.2.1 Establishing the Hierarchy of Strategic Intent

Before going through strategy formulation, the organization must know and firm about the elements of the hierarchy as shown in Figure 2.9 below.



**Figure 2.9 Hierarchy of Strategic Intent**  
(Ritson, 2011)

In the breakdown, the processes are as follow:

1. Defining the vision of the company
2. Defining the mission of the company
3. Determining the purposes or goals
4. Defining the objectives

The aspect mentioned above that want to be achieved (not just desired) must be defined clearly by the strategic planner.

#### *2.3.2.2 Strategy Formulation*

Strategy formulation is the process of preparing the steps forward that is intended to build the vision and mission of the organization, set strategic goals and corporate finance, and design strategies to achieve these goals in order to provide the best beneficiary value (Ulwick 2005).

There are several types of strategy formulation. In the handbook of Rai Technological University (2016) about Strategic Management, there are three types of the strategy formulation as written below with the tools that can be used for each type.

a. Strategy Formulation: Environmental Auditing

Analysis; Environmental complexity; Pestle Analysis; Porter's 5 Force Analysis

b. Strategy Formulation: Strategic Direction



Introduction to Understanding Business; Competitor Analysis; Boston Matrix; International Dimensions of Strategy: Growth, Stability, Profitability, Efficiency, Market Leadership, Survival, Merger, and Acquisition; Core Competence

c. Strategy Formulation: The Internal Audit

Bench Marking; the Use of McKinsey's 7S Framework; SWOT (Strength, Weakness, Opportunities, and Threats) Analysis; Value Chain Analysis; Scope of Activities and Markets; Mission Model Canvas (MMC).

d. Alternative Strategy Choice

External analysis and internal analysis are then combined and resulted in SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). From this SWOT analysis then generate alternative strategies. With careful consideration, between these strategies alternatives, then selected one or several strategies that will run the company.

#### *2.3.2.3 Strategy Implementation*

Implementation of the strategy is the next stage after formulation of the strategy set. Implementing this strategy requires a decision from the competent authority to decide on annual goals, develop policies, motivate employees, and allocate resources so that the formulated strategy can be implemented. At this stage, the development of cultural support strategies, planning an effective organizational structure, rearranging marketing efforts undertaken, preparing budgets, developing and utilizing information systems and linking employee compensation to organizational performance.

#### *2.3.2.4 Strategy Evaluation*

Strategy evaluation is the final stage in strategic management. Managers desperately need to know when certain strategies do not work well; Strategy evaluation is the main tool for obtaining this information. This can be done by assessing or conducting a strategy evaluation process. In the strategic assessment, there are three basic assessing activities: Review of the external and internal factors that form the basis for the current strategy, performance measurement, and

Corrective action. Strategy assessment is indispensable to a company because successful strategies for the moment are not always successful for the future.

### **2.3.3 Strategy Planning Horizon**

Strategy is going to be executed in accordance with the time. It usually planned on a horizon of time which is categorized in short, medium, and long-term. The determination of the term is relative to the observer or analyst (Orcullo 2007). Control must also be provided for monitoring performance against plan. The importance of feedback is also high. Below is the brief explanation of each term:

- Short-Term Planning: Planning to cover a period of up to one or two years and does not require very detailed details. It usually covers the ensuing year of the organization. For the example: planning the organization basic needs every day or every week.
- Medium-Term Planning: Planning implemented within 1-3 years or longer than the pre-determined short-term strategic plan. This planning is an elaboration of long-term planning and needs to be spelled out in short-term planning.
- Long-Term Planning: Plans that have suggested goals and actions covering a longer period of time. At least five years or more, and require more detailed consideration to be more mature. Example: National development program.

In this research, the strategic management context is the lowest part of hierarchy intent, which are actions and program. The strategy time horizon is short-term planning.

## **2.4 Zoom In: Value Proposition Design**

Value proposition canvas which is the part of Value Proposition Design in the Mission Model Canvas is a tool to help the author to create value for the beneficiaries. Value proposition canvas highlights two large boxes of beneficiary segment and value proposition, so we can describe and analyze in more detail 'fit' or match between them. Alex Osterwalder created this tool to help the user make

the details of things simple but powerful. The purpose of value proposition canvas is that user can design a value proposition that matches the needs of the beneficiary and helps solve their problems (achieving fit).

One important note about Value Proposition Design is that VPD is an iterative process. It does not stop in once, but it should be repeated in a cycle of the process. After generating a model and test it, then the current model or design should be evolved, and the processes will be repeated. The purpose is to make the Value Proposition Design keep relevant to the beneficiaries.

#### **2.4.1 The Benefit of Value Proposition Design**

Value Proposition has been a useful tool for the people who need to create values for the beneficiary. Below are the benefits that can be taken from using the Value Proposition Design.

- Shorten the time to generate some effective ideas
- Help to build the value creation in a comprehensive way
- Make the team members more equipped with experience and skills
- Identify the beneficiaries need and make it into design and test stage

#### **2.4.2 Scope of Value Proposition Design**

In this context, it is mentioned in where the VPD can be implemented in. the VPD can be implemented not only in the new ventures but also the established organization. The reference used for this sub-chapter is the Strategyzer and a Value Proposition Design book by Osterwalder et al. n.d. (2015).

##### **2.4.2.1 New Ventures**

VPD can ease the start-up builder to identify the beneficiary's need and translate it into the start-up attributes. There are the opportunities and challenges faced by the start-up builder if they use the VPD. They are as follows.

- Main Challenges:
  - There is a possibility that the organization will run out of money before the right model has been found.
  - Manage and control the investors involved.

- Ensure the other parties that the budget is enough to be involved in the project.
- Main Opportunities:
  - Can implement a fast decision making and agile concept in the business or model
  - The owner of business or mission can be involved more in the project or business model.

#### *2.4.2.2 Established Organization*

The Value Proposition Design also can be implemented in the organization that has already established. It has some opportunities and challenges as well. Usually, in the established organization, the responsible person wants to improve and add value to the organization.

- Main Opportunities:
  - Make the documentation and make historical data on mission model and value proposition.
  - Improve the existing mission model elements.
  - Know the existing VPD
- Main Challenge:
  - Acquire the support from the top management
  - Get the permit and access to the existing resources
  - Control, manage the competitiveness in the internal organization
  - Work at a fast pace in order to get a fast process and progress
  - Result in the desired progress
  - The reputation challenge for the innovators

### **2.4.3 Building Value Proposition Design**

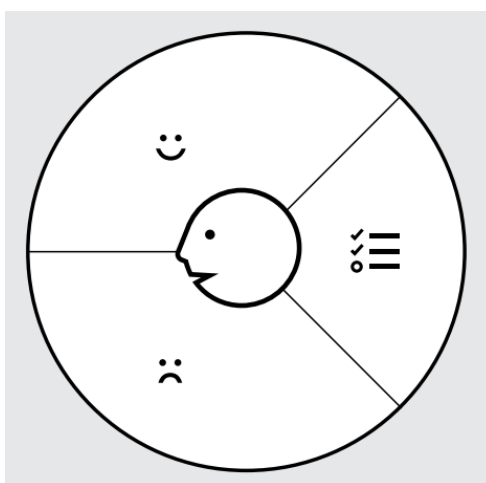
#### *2.4.3.1 Value Proposition Canvas Stage*

This is a stage to build the Value Proposition Canvas. In the Mission Model Canvas, usually, there are multiple layers of the beneficiaries in the value

chain. Each of them should get each Value Proposition Canvas. Individual beneficiary's value should be distinguished.

### 1. Beneficiary Profile

Beneficiary profile is a part of the Value Proposition Canvas. It is used to know the understanding of the beneficiary about the product or service given. In the beneficiary profile, it is divided into three parts which are beneficiary jobs, beneficiary pains, and beneficiary gains. Beneficiary Profile is purely based on the beneficiary's or beneficiary's point of view. Figure 2.10 shows the illustration of Beneficiary Profile Canvas.



**Figure 2.10 Illustration of Beneficiary Profile Canvas**  
(Osterwalder et al., 2015)

#### a. Beneficiary Job

Beneficiary job describes the task and work that carried by the beneficiary that they want to be done in relevance to the product or the service. It also a set of activity done by the beneficiary in order to solve a problem, satisfy their need. It takes the important thing from the beneficiary's point of view, not the service provider's. There are three types of beneficiary jobs, which are functional jobs, social jobs, supporting jobs.

- **Functional Jobs**

The functional job is the jobs done by the beneficiary to solve a particular problem.

- Social Jobs

The social job is the job done by the beneficiary to build a certain image of themselves, and determine how the others perceive them

- Supporting Jobs

The supporting job is the job done by the beneficiary to purchase and consume a certain value. The jobs come from three different roles which are:

- Buyer of Value
- Co-creator of Value
- Transferer Value

The analyst must understand the job context when constructing the beneficiary job. It is caused by the situation and condition existed, can result in different specification of the job, with the same job title.

#### b. Beneficiary Pains

Beneficiary pains are anything in the form of an obstacle, risk, the challenge faced by the beneficiaries before, during, after the process of job completion. It also can be something that prevents the beneficiary finish the job.

There are three types of beneficiary pains, as follows:

- Undesired outcomes, problems, and characteristics  
“Pains are functional, social, emotional, or ancillary.”
- Risks (undesired potential outcomes)
- Obstacles

Pain should be figured out concretely. When the pains are described in a more concrete way, the pain relievers can be figured well as well.

#### 4. Beneficiary Gains

Gains are the advantage and benefits that want to be achieved by the beneficiaries after completing a job. “Gains include functional utility, social gains, positive emotions, and cost savings.” Below is the breakdown of gains type:

- Required gains
- Expected gains
- Desired gains
- Unexpected gains

The same condition with the beneficiary pains, the beneficiary gains also must be figured out concretely. However, in this research, the VPD methodology are will not fully used. The methodology used is only the Beneficiary Profile, and neglect the Value Map and also fitting. The Value Map stage is neglected because the value given by the council are difficult to deploy since the council are producing mostly services and not product. The Fitting stage is neglected because from the Beneficiary Profile, it is already enough to collect the data needed to be processed onto the next stages.

## **2.5 Action Plan**

Action Plan is a social planning tool. It is an organizational strategy to identify necessary steps towards a goal. It considers details, may help limit setting for an organization, and is efficient in that it is saving resources over trial and error (Waybackmachine 2014). Organization accountability also can be seen from the written action plan. It contains detailed plan outlining actions needed to reach one or more goals, and the actions must be performed well, for a strategy to succeed (Businessdictionary 2018). It also contains the timeframe for establish completion. The action plan has three major elements as follows:

1. Specific tasks: what will be done and by whom.
2. Time horizon: when will it be done.
3. Resource allocation: what specific funds are available for specific activities, also called action program.

**Action Plan by Quarters**

Action	2006		2007				2008				2009	
	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
1. Write proposal for State												
2. State action on survey												
3. Proposal on household separation management												
4. Design new receptacles												
5. Ward education program												
6. Distribute new receptacles												
7. School education program. Meet with Dy. Comm. for Ed.												
8. School curriculum development												
9. New curriculum in schools												
10. New system operative												
11. Monitoring												
12. Maintaining system												

**Figure 2.11 Example of the Action Plan**  
(Gurumurthy 2003)

The element of the good action plan, as stated by GPTraining in 2017 are as follows:

1. Specific  
Objectives need to be clear and detailed.
2. Measurable
  - Results need to be measurable.
  - Outcomes must be what the person really wants.
  - Outcomes should produce tangible rewards.
3. Agreement  
The people who have to make it work need to agree to it.
4. Realistic  
The person has to believe it is possible to achieve. This will depend on:
  - The resource the person has I has access to.
  - The confidence the person has in themselves.
5. Time-specific  
Deadlines for achieving each stage should be set. The ultimate goal can also be given a deadline. These should be in the foreseeable future.  
Small enough to be handled. Large enough to show results.



At a very simple level an Action Plan can be drawn up on:

1. Blank set of paper
2. Graph paper
3. Wall planner
4. Self-made wall planner
5. Computer software. Such as Excel, Inspiration, Project Manager or Google Action Planner and you will be presented with a range of computer-based planners.

In this research and report the action plan will be drawn up on Project Manager Software which is Microsoft Project.

#### **2.5.1 Advantage of Action Plan**

There are some advantages of action plan as stated by GPTraining in 2017. They are as follows:

1. Allows project managers or any member of a group to monitor their progress and take each task step-by-step, therefore allowing them to handle the project efficiently.
2. Allows the project manager to execute a structured plan for the end goal intended to be achieved.
3. Provides the team with appropriate foundations, therefore prioritizing the amount of time you spend on each task
4. Creates a bond within a team, as each member is aware of their individual role, and providing necessary information to ensure success of the project.
5. Brings clarity to organization vision.
6. Help to do the right thing at the right time.

In the context of the research, DKRTH action plan is referred to DKRTH Work Plan (Renja). However, as it is supposed to be an action plan, the Renja still has some weakness points and does not fulfill the element of action plan. the complete evaluations that will be elaborated more in Chapter 6.

## 2.6 Previous Research and Critical Review

Before conducting the study, the step of literature study is needed to be done in order to get the enrichment of the case and topic that will be processed. One of the sources that used is the paper and journal of the previous research. By reading and learning the previous research material, it is expected that the author can get the overview of the problem development according to the time, know the current situation, and know what to be improved for the next further research. The previous researches used by the author are in the topic of DKRTH problem solving, Value Proposition Design concept, and Action Plan formulation.

The first topic that going to be elaborated is DKRTH problem-solving. Table 2.5 shows the researches that have been done in the DKRTH.

**Table 2.5 Previous Research in DKRTH**

Author	Title	Output	Unsolved Problem and Gap
Maulidina S. (2014)	Determination of Optimal Sweeper Amount Based on Working Time Standards and Difficulty Sweeping Rate In Surabaya City Street Sweeping System.	1. Standard sweeping time in Surabaya. 2. Optimal sweeper number. 3. Cost efficiency calculation and analysis.	1. The database of the streets keep increasing; the type of tree is increasing; the research done is not updated whereas it is needed. 2. The research needs to be checked again by doing research on the overall sweeping path and not using the sample.
Adelia (2014)	Analysis and Risk Study on the Use of Road Sweeper in Surabaya City.	1. Recommendation of the use of road sweeper in the Surabaya city sweeping system. 2. Risk assessment and identification in the shifting plan between human worker and road sweeper machine	1. The accuracy of the research still can be improved, because there was no an updated database of accident and financial consequences. 2. There is no trials using the real machine on the streets, to test reliability, capability in maneuver, etc.

**Table 2.6 Previous Research in DKRTH (continued)**

Author	Title	Output	Unsolved Problem and Gap
Pujingga (2014)	Analysis and Design of Road Sweeping Management System in Surabaya City.	<ol style="list-style-type: none"> <li>1. Formulation of the controlling model</li> <li>2. Controlling mechanism through the system information design.</li> <li>3. Design and implementation of the new controlling mechanism</li> </ol>	<ol style="list-style-type: none"> <li>1. The accuracy of the research still can be improved.</li> <li>2. There is no pilot project to evaluate the proposed solution.</li> </ol>
Kamil (2015)	Measurement of Gardening Activity Standard Time of City Sanitation and Gardening Agency	<ol style="list-style-type: none"> <li>1. Working and non-working percentage</li> <li>2. Planting activity standard time determination.</li> </ol>	<ol style="list-style-type: none"> <li>1. The allowance level variance is still not considered, whereas it is needed to know the suitability of the proposed solution.</li> <li>2. The other activities of gardening are still not covered, such as trimming, etc.</li> </ol>
Rydley (2015)	Analysis and Design of Task Force Management System of City Sanitation and Gardening Agency	<ol style="list-style-type: none"> <li>1. Optimal number of worker in a park Performance monitoring system design of gardening worker</li> <li>2. Compensation scheme as the feedback design of the landscaping worker performance controlling result</li> </ol>	<ol style="list-style-type: none"> <li>1. The compliance level and data adequacy test are less because there was no standard work of the task force.</li> <li>2. The accuracy of the frequency and multiplier indicator on the worker optimal number calculation is still less.</li> <li>3. There were so many parks that had not been analyzed yet.</li> </ol>
Zakiyyah (2016)	Trial Implementation of Standard Time in DKP Surabaya's Gardening Working Unit Management	<ol style="list-style-type: none"> <li>1. Standard time implementation</li> <li>2. System design examination at the DKP Surabaya</li> <li>3. Results analysis of the system implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Some additional action is needed in order to make the research beneficial.</li> <li>2. Some activities have not been drawn through the standard timestamp, so it requires a separate policy from DKP Surabaya.</li> <li>3. There were many parks that had not been recorded in database yet.</li> </ol>
Rachmasari (2016)	Study of Solid Waste Conversion in Surabaya Municipality	<ol style="list-style-type: none"> <li>1. Conversion factor to convert volume unit into weight unit</li> <li>2. Fairer payment system</li> <li>3. Re-evaluation of budgeting expenditure for solid waste transportation</li> </ol>	<ol style="list-style-type: none"> <li>1. In the implementation, still there is no strict controlling by the DKRTH, accordingly, the system is not effective anymore.</li> <li>2. There was no verification and validation phase.</li> </ol>

**Table 2.7 Previous Research in DKRTH (continued)**

Author	Title	Output	Unsolved Problem and Gap
Firdausy (2017)	Time Standard Measurement and Standard Operational Procedure Development for Surabaya Waterways Maintenance Process	<ol style="list-style-type: none"> <li>1. Standard time of channel cleaning process.</li> <li>2. Optimal number of channels worker</li> <li>3. Standard Operating Procedure for channel maintenance.</li> </ol>	<ol style="list-style-type: none"> <li>1. In the study, there are many data that do not meet the data adequacy test, although it can answer the problem on the research.</li> <li>2. There was no database on many channels.</li> <li>3. There was no sample testing.</li> </ol>
ITS Research Team, (2017)	Research Study Report: Determination of Surabaya City Regional Set Work Standard Time	<ol style="list-style-type: none"> <li>1. Standard time of channels maintaining, park maintaining, general street lighting, cemetery, and composting activity</li> </ol>	<ol style="list-style-type: none"> <li>1. The accuracy of the research still can be improved, because there was no an updated database of each related field.</li> </ol>

From the table, it can be known that there were so many researches have been done in order to solve the problem existed in the organization. But from that, most of the problems were solved partially only. For the example, research by Arfiana which done in the late 2017. The researcher was facing some difficulties in the research process.

The other topic that should be addressed also is the Action Plan Method to formulate action plan. The summary of the research in action plan generating is shown in Table 2.8.

**Table 2.8 Previous Research in Action Plan**

Author	Title	Method	Result
Setyobudi, (2015)	Strategic Development of Herbal Processed Center Surabaya using Business Model Canvas (BMC)	Value Proposition Design and BMC	<ol style="list-style-type: none"> <li>1. Identification of the beneficiary profile and value map of the Herbal Processed Center</li> <li>2. New Business Model Canvas of the Herbal Processed Center</li> <li>3. Design of the development action plan business of Herbal Processed Center</li> </ol>
Ersandi, (2015)	Strategic Development of Raja Legen SME Surabaya using Business Model Canvas (BMC)	Value Proposition Design and BMC	<ol style="list-style-type: none"> <li>1. Identification of the beneficiary profile and value map of the Raja Legen</li> <li>2. New Business Model Canvas of the Raja Legen</li> <li>3. Design of the development</li> </ol>

Author	Title	Method	Result
			action plan business of Raja Legen
Ratnasari, (2015)	SWOT analysis and implementation of business model canvas on UD. X, SME maker of alcoholic beverages	SWOT Analysis and BMC	<ol style="list-style-type: none"> <li>1. Alternative strategies that can be chosen and implemented by UD. X</li> <li>2. Business model development of the in the UD. X</li> </ol>

The last and the core topic of the research is the City Council Environment Field Action Plan of developed cities that can be used as the benchmark for DKRTH action plan formulation. Table 2.9 shows the summary of the City Council Environment Field Action Plan that are used as reference in this research.

**Table 2.9 Developed City Council Environment Action Plan**

No.	Title	City
1	Darebin Waste & Litter Strategy Action Plan 2017-2020	Darebin
2	The Waste Strategy Process Toronto	Toronto
3	Adelaide Park Lands Management Strategy 2015-2025	Adelaide
4	Southampton's Green Space Strategy Summary and Action Plan	Southampton
5	Street Sweeping Report No. 3 Policy Development Options and Future Implementation Options for Water Quality Improvement	Minnesota
6	Portsmouth City Council Street Lighting Strategy	Portsmouth
7	Margravine Cemetery Park Management Plan 2010-2020	Margravine
8	Metro Vancouver Integrated Liquid Waste and Resource Management 2010	Vancouver
9	London Sustainable Drainage Action Plan 2015	London
10	City Waste Management Strategy and Action Plan for Mandalay 2016	Mandalay

From the all the previous research, the author could get the overview and framework enrichment in conducting the research.

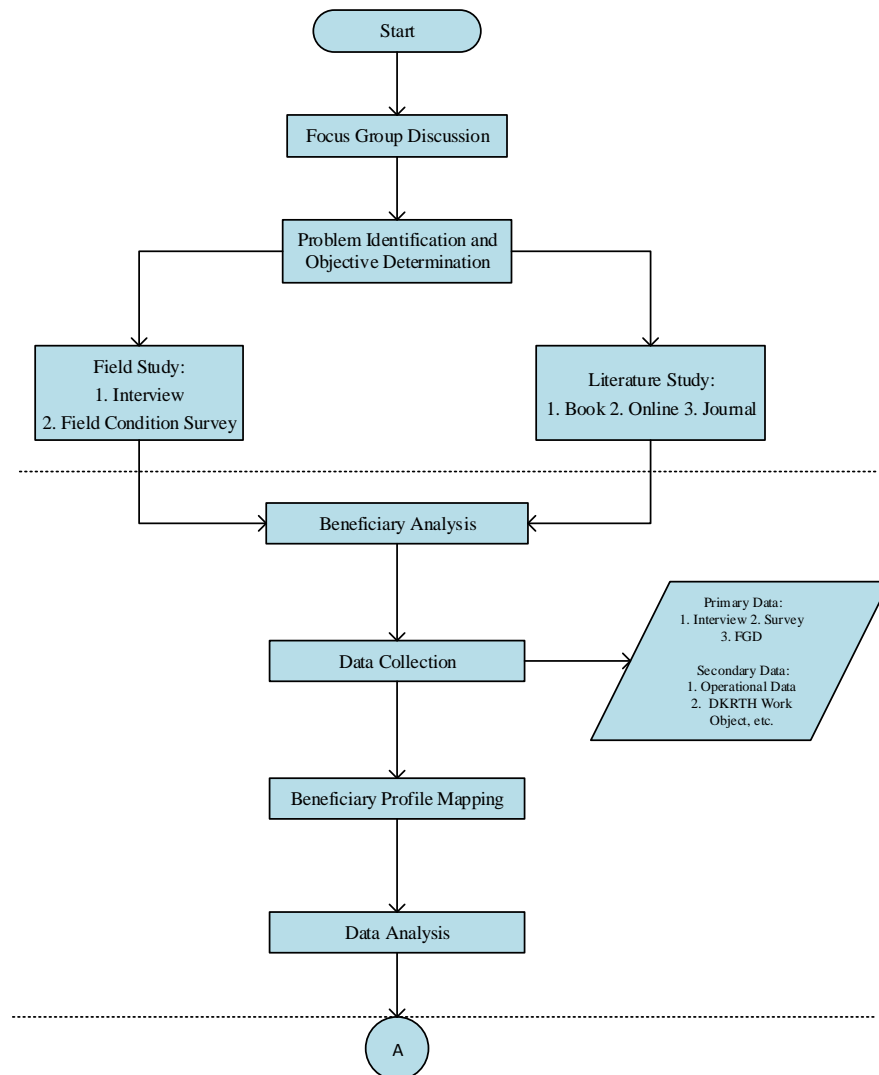
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## CHAPTER 3

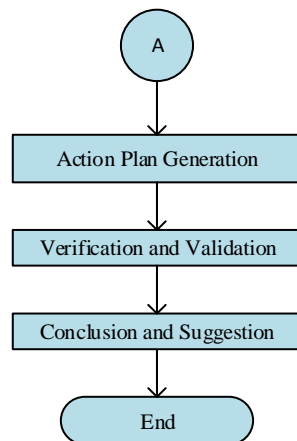
### RESEARCH METHODOLOGY

This chapter will cover the research methodology that will be used in the research. It contains the systematic theoretical and practical analysis of the method, which underlies and applied to the field of study. Included also are the phases, paradigm, theoretical model, and quantitative or qualitative techniques. The explanation of the research methodology will be depicted in the flowchart, and also elaborated in the several paragraphs in this chapter.

#### 3.1 Flowchart



**Figure 3.1 Flowchart of the Research**



**Figure 3.1 Flowchart of the Research (continued)**

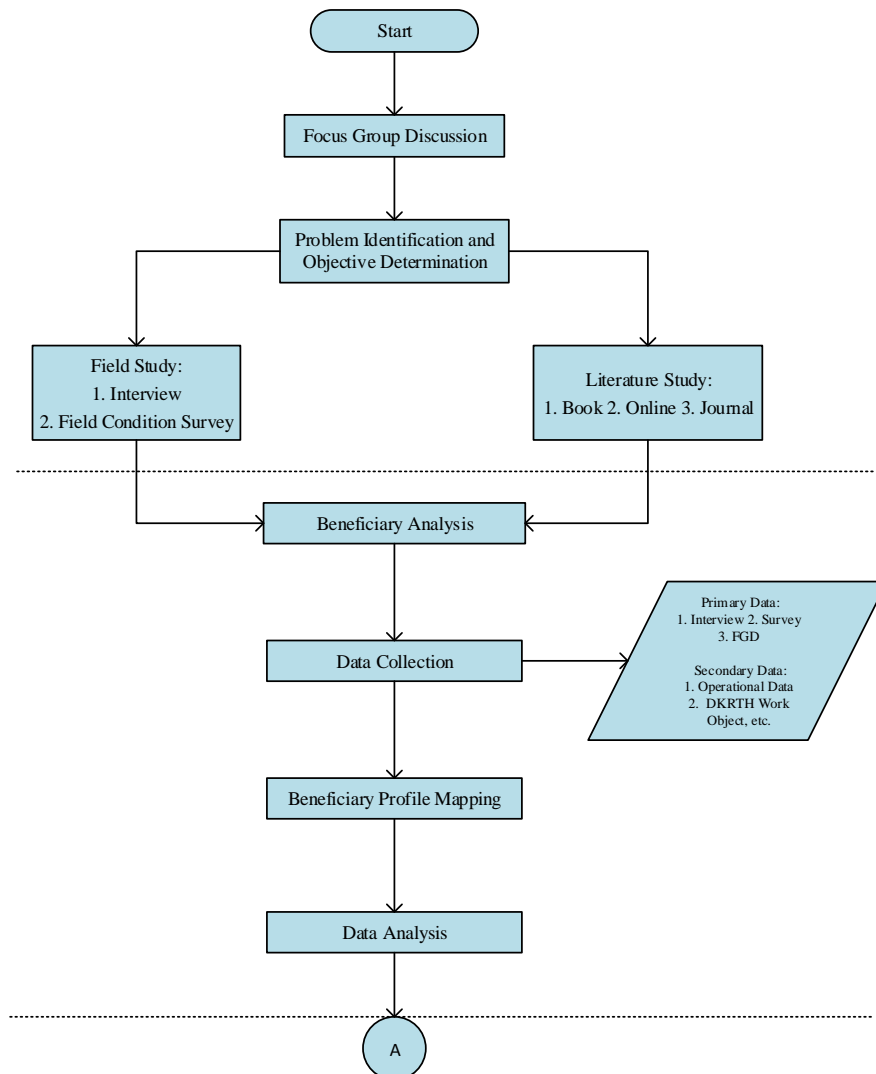


Figure 3.1 above shows the flowchart of the research process which is started from the Focus Group Discussion until the conclusion and suggestion. In the process of research, it requires the methodology in order to get the desired



results in accordance with the objectives and the time that has been planned. The elaboration of the flowchart of the research as follows:

### **3.2 Research Methodology Explanation**

This research is using the descriptive qualitative approach which is collected through the Focus Group Discussion (FGD). The qualitative research method is a method to investigate objects that cannot be measured with numbers or other sizes that are exact. Qualitative research can also be interpreted as research that is descriptive and tends to use analysis with an inductive approach (Semiawan 2010). In qualitative research, the researcher proceeds from the data, utilizing the existing theory as an explanatory material, and ending with a "theory" or conclusion.

Focus Group Discussion is the interviews conducted in groups to gather information from different points of view (Hennink 2014). While based on Andi Prastowo (2008) statement, FGD is a form of qualitative research in which a group of people is consulted about a product, concept, service, idea, advertisement, packaging/situation of certain conditions. The FGD is done to some related parties to get some point of views. They are the group of staffs in the DKRTH to know the problem existed in the DKRTH; the *satgas* and another worker of DKRTH to draw the Beneficiary Profile; and the citizens who are one of the beneficiaries of DKRTH's work.

#### **3.2.1 Initial Focus Group Discussion**

The initial Focus Group Discussion was done in order to discuss the existing problem in the DKRTH. This process was already done in the second week of the February 2018. The participants were Ms. Maria Anityasari (Practitioner); some of DKRTH's staffs; and student researcher. The event took place at the DKRTH's official headquarter. The result of the meeting is the identification of the problem in the organization. Furthermore, it had already decided that an organization evaluation should be done in order to solve the problem existed in an integrated manner.

### **3.2.2 Problem Identification and Objective Determination**

It is the result of the FGD activity. After the problem had been identified, then the research plan is constructed. Including in the research plan is what kind of research needed, the objective determination to make the research focus and clear, and the methodology determination to know the tools to solve the problem

### **3.2.3 Field Study and Literature Study**

In this research, the literature study stage is needed to find the fact which can support the background of the research. The next is the information that can be used in the determining methodology of the research. The methodology is one of the most important things in the research because it will determine whether the research will be a success or not. The research gap also can be known from studying the previous research. In line with the methodology study, the literature study which aims to know the existing condition of the DKRTH is also done. It will become the input of the data processing stage.

The field study is also used to make the Beneficiary Profile mapping (a part of Value Proposition Design). It can be done through the FGD and interview with the related parties. The plan is to interview the head of each sector, section, and UPTD in order to get the clear big picture of the organization. Therefore, each element in the Beneficiary Profile canvas can be filled.

### **3.2.4 Beneficiary Analysis**

Beneficiary analysis stage is needed to find the beneficiary chain of the organization. In the DKRTH, there is a multi-layered level of the beneficiary, and it is not just one beneficiary. So, in order to result in a thorough research and analysis, the researcher should break down the beneficiaries existed in the DKRTH well.

### **3.2.5 Data Collection and Beneficiary Profile Mapping**

After the structure of the beneficiaries in DKRTH is known, then the data collecting stage can be started. The data collecting stage is related to the beneficiary profile. This stage is to map the data collected and integrate it into

beneficiary profile canvas so it would be easier to look at the overall data thoroughly and become the input of the next stage.

### **3.2.6 Data Analysis**

Data analysis include the problem mapping to the 5M (Man, Machine, Method, Money, Material) category and also 5W+1H (What, Who, When, Where, Why, How) analysis of the beneficiary profile identified. Aside from that, the literature review for benchmark purpose with developed city's environment action plan. This also become one of the input in action plan.

### **3.2.7 Action Plan Generation**

This is the stage after the data collecting and processing is done. Any kind of the problem existed and beneficiaries' expectation will be addressed in the most technical way in the action plan, according to the council's condition.

### **3.2.8 Verification and Validation**

The verification and validation stage is needed to know whether the information and model built already suit with the field condition. It is done with the survey in the sample to beneficiaries and key person in the council.

## **3.3 Type and Source of Data**

There are two types of data source, which are primary and secondary data. In this research, both types of data are needed. The first source is the primary data. Primary data is data that refers to information obtained from the first hand by researchers relating to the variable of interest for the specific purpose of the study (Istijanto 2006). Primary data sources are individual respondents, focus groups, also the internet if the questionnaire is distributed via the online. The primary data needed for this research is the organization policy; staffs, citizen, and board of leader's opinion and preference; and judgment from the expert.

The secondary data is also needed, which is the other type of data source. Secondary data is the data obtained/collected and incorporated by previous studies or published by various other agencies. It usually in a form of an indirect source

of official documentation and archive data. Secondary data needed for this research are a number of worker; location of the DKRTH work object (park, landfill, drainage, General Street Lighting points, etc.); performance measurement sheet of the worker; etc. The secondary data can be obtained from the literature, scientific literature related to VPD, and the other paper-based data from the related institution such as DKRTH (from the sectors and UPTD also).

The type of data in this research is qualitative. Qualitative data is in the form of data that more emphasis on the characteristics, properties or quality of the object under investigation (Semiawan 2010). Qualitative data itself is non-numerical and more emphasis on descriptive words. The qualitative data are gathered from the Focus Group Discussion activity, survey, and questionnaire to the related parties mentioned before.

### **3.4 Data Collecting Technique**

The data collecting technique consists of two types, which are primary and secondary. Below is the stage of data collecting in this research:

#### **3.4.1 Literature Studies**

This phase will cover the collection of theories related to research that will be used as a reference in this research. In this study, the theories, paradigm, and analysis will be in the topic data collecting including Value Proposition Design, previous research, and problem analysis tools. This is also a method to obtain data from the object of research that comes from books, journals, and other written sources that discuss the object of research. The data obtained in the form of VPD Canvas methodology, etc.

#### **3.4.2 Field Study**

This stage of research is done directly on the actual condition of the field during conducting an observation at the DKRTH head office or the other related places.

### **3.4.3 Interview**

The interview is the form of oral communication, conducted according to certain speech structures by two or more persons, with director remote contact, to discuss and extract certain information in order to achieve a particular goal (Bungin 2001). The interview will be done with the head of council/sector/section/ UTPD, some *satgas*, community, and some government staffs.

### **3.4.4 Survey**

Survey is a comprehensive examination or research and collecting data from a population by selecting a sample (Noor 2011). The survey is carried out by a distribute questionnaires or interviews, with a view to knowing: who they are, what they think, feel, or the tendency of an action.

## **CHAPTER 4**

### **EXISTING COUNCIL CONDITION**

This chapter will explain the condition of the existing council which consisted of duties, function, organization structure; resources owned by the council; achievement of the council; management aspect of the council. This chapter aims to present the reader about research object overview so that they can get in the right context intended.

### **4.1 Duties, Functions, and Organization Structure**

This subchapter will cover the duty and function of the council, sectors, and other divisions inside the council. It will be also completed with the organization structure and its explanation.

#### 4.1.1 Duty of the Cleanliness and Green Open Space Council

Based on Surabaya Mayor Regulation Number 50 Year 2016 about Position, Organizational Structure, Job Description, Function, and Work Procedures of Cleanliness and Green Open Space Agency Surabaya, DKRTH is structured in seven keys environmental management activity areas which are:

- Green open spaces
- Street lighting
- Waste management and transportation
- Cemetery
- Recreational park
- Liquid waste management
- City decoration

The next several subchapters will breakdown the duty and function details of each sectors and division in the council.

##### 4.1.1.1 Council

The council duty is to carry out the affairs of local government based on autonomy principles and the task of unionization in the field of public works and structuring subspace of waste and wastewater affairs. Table 4.1 shows the detail of council's duties.

**Table 4.1 Duty of the Council**

Council		
No	Duty	Code
1	Formulation of policies in accordance with the scope of its duties;	DA1
2	Implementation of the policy in accordance with the scope of its duty;	DA1
3	Implementation of evaluation and reporting in accordance with the scope of its duty;	DA2
4	Implementation of the council administration in accordance with the scope of its duties;	DA3
5	Implementation of other functions provided by the relevant Mayor with its duties and functions.	DA5

(Mayor Regulation 2016)

#### 4.1.1.2 Secretarial

The duty of secretarial is to carry out some of the DKRTH's work in the secretarial field. Table 4.2 shows the details of secretarial duties and functions.

**Table 4.2 Duty and Function of Secretarial**

Secretarial		
No	Duty	Code
1	Develop and implement program plans and technical guidelines;	DB1
2	Implement coordination and cooperation with agencies and agencies other;	DB2
3	Carry out supervision and control;	DB3
4	Conducting evaluation and reporting;	DB4
5	Carry out other tasks assigned by the Head of Council accordingly with its duties and functions.	DB5

(Mayor Regulation 2016)

**Table 4.2 Duty and Function of Secretarial (Continued)**

No	Function	Code
1	Implementation of program planning coordination. budget and legislation - invitation;	FB1
2	Implementation of management and general administrative services and administration of licensing / non-licensing / recommendation;	FB2
3	Implementation of personnel administration;	FB3
4	Implementation of financial administration management;	FB4
5	Implementation of the regional property administration;	FB5
6	Implementation of household affairs, documentation, public relations, and protocols;	FB6
7	Implementation of archival and library management	FB7
8	Implementation of field tasks coordination;	FB8
9	Implementation of the performance indicators of the stated services in strategic planning documents, money in documents strategic planning reporting management;	FB9
10	Implementation of organizational coaching and management;	FB10
11	Implementation of monitoring, evaluation, and implementation reports task preparation;	FB11

12	Implementation of other tasks assigned by the head of the appropriate service tasks and functions.	FB12
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(Mayor Regulation 2016)

a. Sub Division of General and Personnel

The functions are shown in Table 4.3 below:

**Table 4.3 Sub Division of General and Personnel Function**

Sub Division of General and Personnel		
No	Function	Code
1	Prepare materials for the planning coordination programs and legislation implementation;	DBA1
2	Prepare materials for the implementation of management and administrative services general and licensing / non-licensing / recommendation administrations;	DBA2

(Mayor Regulation 2016)

**Table 4.3 Sub Division of General and Personnel Function (continued)**

No	Function	Code
3	Preparing materials for the administration of personnel administration;	DBA3
4	Preparing materials for the administration of regional property;	DBA4
5	Preparing materials for the implementation of household affairs, documentation, public relations and protocols;	DBA5
6	Prepare materials for archival management and library;	DBA6
7	Prepare materials for implementation of coordination reporting of performance indicators the agency contained in the strategic planning document;	DBA7
8	Prepare materials for organizational coaching and implementation management;	DBA8
9	Prepare materials for monitoring, evaluation and drafting report on execution of task	DBA9
10	Carry out other tasks assigned by the secretary to the task and its functions.	DBA10

(Mayor Regulation 2016)

b. Sub Division of Finance



The functions are shown in the Table 4.4 below:

**Table 4.4 Sub Division of Finance Function**

Sub Division of Finance		
No	Function	Code
1	Prepare materials for the implementation of coordination of budget formulation;	DBB1
2	Prepare materials for the implementation of management of financial administration;	DBB2
3	Carry out other tasks assigned by the secretary to the task and its functions.	DBB3

(Mayor Regulation 2016)

#### *4.1.1.3 Green Open Space and Street Lighting Sector*

The job is to carry out some of the DKRTH tasks in the field landscaping, green spaces, and street lighting. Duty and function details of the Green Open Space and Street Lighting Sector are shown in the Table 4.5 below.

**Table 4.5 Green Open Space and Street Lighting Sector Duty and Function**

Green Open Space and Street Lighting Sector		
No	Duty	Code
1	Develop and implement program plans and technical guidelines;	DC1
2	Implement coordination and cooperation with agencies and other agencies;	DC2
3	Carry out supervision and control;	DC3
4	Conducting evaluation and reporting;	DC4
5	Carry out other tasks assigned by the appropriate department head with its duties and functions.	DC5
No	Function	Code
1	Technical processing of licenses/recommendations in their respective fields;	FC1
2	Preparation of policies on the development of landscaping, green lanes, general street lighting and city decoration, with reference to national and provincial policies, in the area of green open spaces and cities general street lighting;	FC2

3	Preparation of local regulations based on norms, standards, procedures, and criteria (NSPC) established by the government and province, in the field green open spaces of the city that include landscapes and green lanes;	FC3
4	Preparation of landscape development plans, green lines, lighting public streets and city decorations in the field of green open spaces of the city and general street lighting;	FC4
5	Implementation of development, development, management, and maintenance of landscaping, green lanes, street lighting and public city decoration;	FC5
6	Implementation of coordination, cooperation and facilitation with institutions, agencies other and business world and society in development landscaping, green lanes, street lighting and city decoration;	FC6

(Mayor Regulation 2016a)

**Table 4.5 Green Open Space and Street Lighting Sector Duty and Function (continued)**

No	Function	Code
7	Provision of technical assistance in the fields of landscaping, green lanes, lighting public roads and city decorations to sub-districts, districts, and community groups in the city;	FC7
8	Implementation of supervision and control over all stages of development of landscaping, street lighting, and urban decoration;	FC8
9	Implementation of reporting performance reporting performance indicators in strategic planning documents;	FC9
10	Implementation of evaluation and reporting of task implementation;	FC10
11	Carry out other tasks assigned by the appropriate department head with its duties and functions.	FC11

(Mayor Regulation 2016a)

#### a. Green Open Space Section

Open spaces are very important to residents and the wider community. They contribute to healthier lifestyles, social cohesion and encourage safer communities.

The function are shown in the Table 4.6 below:

**Table 4.6 Green Open Space Section Function**

Green Space Section
---------------------

No	Duty	Code
1	Prepare the appropriate litigation/recommendation processing materials at the field;	DCA1
2	Prepare policy development materials landscapes and green lines with reference to national and policy provinces, in the field of green open spaces;	DCA2
3	Preparing materials for coordination and cooperation with institutions and other agencies in the field of cleaning of roads and parks;	DCA3
4	Prepare materials for drafting local regulations based on norms, standards, procedures, and criteria (NSPC) established by the government and provinces, in the field of green open spaces of the city that includes landscaping and green line;	DCA4

(Mayor Regulation 2016a)

**Table 4.6 Green Open Space Section Function (continued)**

No	Duty	Code
5	Prepare materials for developing landscaping and development plans green line, in the field of green open space;	DCA5
6	Prepare materials for the implementation of development, development, management and maintenance of landscapes and greenways;	DCA6
7	Prepare materials for coordination, cooperation and facilitation with institutions, other agencies and the business community and the community within development of landscapes and greenways;	DCA7
8	Preparing technical assistance material for landscapes and spaces green to sub-districts ,districts, and community groups in the city;	DCA8
9	Prepare materials for the implementation of supervision and control over all stages of development of landscaping and green lane;	DCA9
10	Prepare material for implementation of performance indicator reporting calculation the agency contained in the strategic planning document;	DCA10
11	Prepare materials for implementation of evaluation and reporting of implementation task;	DCA11
12	Carry out other tasks assigned by the head of the space field open green and general street lighting in accordance with the duty and function.	DCA12

(Mayor Regulation 2016a)

#### b. Public Street Lighting Section

Street lighting illuminates all types of highway and public access, assisting road safety and ease of movement for all users in the hours of darkness. Improved visibility will reduce the likelihood of traffic collisions, therefore, improving road safety. Street lighting can also reduce crime and fear of crime and contribute towards enhanced street environment and good quality of place, encouraging walking, cycling, and public transport use.

In the case of street lighting, PLN is only authorized and responsible for providing the supply of electricity only. Job activities related to street lighting implemented by street lighting manager, in this case, is local government (DKRTH). The function are shown in the Table 4.7 below:

**Table 4.7 Street Lighting Section**

Street Lighting Section		
No	Function	Code
1	Prepare the appropriate technical permitting / processing materials in the field;	DCB1
2	Prepare policy development materials landscapes and green lines refer to national and provincial policies, in the field of public road lighting;	DCB2
3	Prepare materials for drafting local regulations based on norms, standards, procedures, and criteria (NSPC) established by the government and provinces, in the field of public road lighting;	DCB3
4	Prepare materials for developing landscaping and development plans green lines, in the field of public road lighting;	DCB4
5	Prepare materials for the implementation of development, development, management, and maintenance of public road lighting;	DCB5
6	Prepare materials for coordination, cooperation and facilitation with institutions, other agencies and the business community and the community within the development of public road lighting;	DCB6
7	Preparing technical assistance materials in the field of street lighting common to sub-districts, districts, and community groups in the city;	DCB7
8	Prepare materials for the implementation of supervision and control over all stages of development of public road lighting;	DCB8
9	Prepare material for implementation of performance indicator reporting calculation the agency contained in the strategic planning document;	DCB9

10	Prepare materials for implementation of evaluation and reporting of implementation task;	DCB10
11	Carry out other tasks assigned by the head of the space field open green and general street lighting in accordance with the duty and function.	DCB11

(Mayor Regulation 2016a)

c. City Decorative Section

The functions are shown in the Table 4.8 below:

**Table 4.8 City Decoration Section Function**

City Decoration Section		
No	Function	Code
1	Prepare the appropriate technical permitting / processing materials in the field;	DCC1
1	Prepare the appropriate technical permitting / processing materials in the field;	DCC2
2	Prepare policy development materials city decoration refers to national and provincial policies, in the field of general street lighting;	DCC3
3	Prepare materials for drafting local regulations based on norms, standards, procedures, and criteria (NSPC) established by the government and provinces, in the field of urban decoration;	DCC4
4	Prepare materials for developing landscaping and development plans green lines, in the field of urban decoration;	DCC5
5	Prepare materials for the implementation of development, development, management, and maintenance of urban decoration;	DCC6
6	Prepare materials for coordination, cooperation and facilitation with institutions, other agencies and the business community and the community within the development of city decoration	DCC7
7	Preparing materials for technical assistance in the field of urban decoration to sub-districts, districts, and community groups in the city;	DCC8
8	Prepare materials for the implementation of supervision and control over all	

	stages of development of public road lighting;	DCC9
9	Prepare material for implementation of performance indicator reporting calculation the agency contained in the strategic planning document;	DCC10
10	Prepare materials for implementation of evaluation and reporting of implementation task;	DCC10
11	Carry out other tasks assigned by the head of the space field open green and general street lighting in accordance with the duty and function.	DCC11

(Mayor Regulation 2016a)

#### 4.1.1.4 Facilities and Infrastructure Sector

The duty is to carry out some of DKRTH's duties in the field of means and infrastructure. Job Details of Facilities and Infrastructure Sector are shown in the Table 4.9 below:

**Table 4.9 Facilities and Infrastructure Sector Duty and Function**

Facilities and Infrastructure Sector		
No	Duty	Code
1	Develop and implement program plans and technical guidelines;	DD1
2	Implement coordination and cooperation with agencies and other agencies;	DD2
3	Carry out supervision and control;	DD3
4	Conducting evaluation and reporting, and performing tasks other given by the head of the service in accordance with the duties and functions.	DD4
No	Function	Code
1	Technical processing of licenses/recommendations in their respective fields;	FD1
2	Preparation of policies on infrastructure development cleanliness, municipal wastewater scale and burial refers to national and provincial policies, in the field of facilities and infrastructure;	FD2
3	Development of hygiene and water infrastructure development plan municipal scale and funeral wastes;	FD3
4	Preparation of local regulations based on norms, standards, procedures, and criteria (NSPC) established by the government and province, in the field of cleanliness;	FD4

5	Provision of infrastructure services in the management of cleanliness, municipal wastewater, and funeral;	FD5
6	Implementation of government managed funerals area;	FD6
7	Implementation of coordination, cooperation and facilitation with institutions, agencies others and the business community and society in the administration of facilities sanitation infrastructure, municipal wastewater, and funeral;	FD7
8	Provision of technical assistance for sanitation facilities, scale wastewater cities and cemeteries to sub-districts, districts, and groups urban society;	FD8
9	Implementation of development, procurement, development and maintenance of infrastructure supporting hygiene management, green open space, municipal wastewater, and funeral;	FD9
10	Supervision and control in the field of facilities and infrastructure hygiene, municipal wastewater and funeral;	FD10

(Mayor Regulation 2016)

**Table 4.9 Facilities and Infrastructure Sector Duty and Function (Continued)**

No	Function	Code
11	Implementation of reporting performance reporting performance indicators in strategic planning documents;	FD11
12	Implementation of evaluation and reporting of task implementation;	FD12
13	Carry out other tasks assigned by the appropriate department head with its duties and functions.	FD13

(Mayor Regulation 2016a)

a. Facilities and Infrastructure Development Section

The functions are shown in the Table 4.10 below:

**Table 4.10 Facilities and Infrastructure Development Section Function**

Facilities and Infrastructure Development Section		
No	Function	Code
1	Prepare the appropriate technical permitting / processing materials in the field;	DDA1
2	Prepare policy development materials sanitary facilities, municipal wastewater and funeral referring to national and provincial policies, in the field of development facilities and infrastructure;	DDA2

3	Prepare materials for the preparation of facilities development plan sanitation infrastructure, municipal wastewater and funeral;	DDA3
4	Prepare materials for drafting local regulations based on norms, standards, procedures, and criteria (NSPC) established by the government and province, in the field of facilities and infrastructure development;	DDA4
5	Preparing technical materials for infrastructure development services in sanitation management, municipal wastewater, and funeral;	DDA5
6	Prepare materials for managed funeral management by the local government;	DDA6
7	Prepare materials for coordination, cooperation and facilitation with institutions, other agencies and the business community and the community within the implementation of infrastructure development of cleanliness, waste water the scale of cities and cemeteries;	DDA7

(Mayor Regulation 2016a)

**Table 4.10 Facilities and Infrastructure Development Section Function (continued)**

No.	Function	Code
8	Prepare materials for the implementation of technical assistance in the construction of facilities sanitation infrastructure, municipal wastewater and funeral to districts, subdistricts, and urban community groups;	DDA8
9	Prepare materials for the implementation of development, procurement, and development of infrastructure supporting hygiene management, green open space, municipal wastewater, and funeral;	DDA9
10	Prepare supervisory and control materials in the field construction of sanitary facilities, waste water, and urban scale funeral;	DDA10
11	Prepare materials for implementation of evaluation and reporting of implementation task;	DDA11
12	Carry out other tasks assigned by the head of the facilities field and infrastructure in accordance with the duties and functions	DDA12

(Mayor Regulation 2016a)

**b. Facilities and Infrastructure Maintenance Section**

The functions are shown in the Table 4. below:

**Table 4.11 Facilities and Infrastructure Maintenance Section Function**

Facilities and Infrastructure Maintenance Section
---



No	Function	Code
1	Prepare the appropriate technical permitting / processing materials in the field;	DD1
2	Prepare policy development materials sanitary facilities, municipal wastewater and funeral referring to national and provincial policies, in the field of maintenance facilities and infrastructure;	DD2
3	Prepare materials for the preparation of facilities development plan sanitation infrastructure, municipal wastewater and funeral;	DD3
4	Prepare materials for drafting local regulations based on norms, standards, procedures, and criteria (NSPC) established by the government and provinces, in the field of facilities and infrastructure maintenance;	DD4
5	Preparing technical materials for infrastructure maintenance services in sanitation management, municipal wastewater, and funeral;	DD5

(Mayor Regulation 2016a)

**Table 4.11 Facilities and Infrastructure Maintenance Section Function (Continued)**

No	Function	Code
6	Prepare materials for coordination, cooperation and facilitation with institutions, other agencies and the business community and the community within maintenance of sanitary facilities, waste water the scale of cities and cemeteries;	DD6
7	Preparing materials for the implementation of technical assistance for infrastructure facilities cleanliness, municipal wastewater and funeral to the subdistrict, districts, and urban community groups;	DD7
8	Prepare materials for development and maintenance infrastructure supporting the management of cleanliness, open space green, municipal wastewater and funeral;	DD8
9	Prepare supervisory and control materials in the field maintenance of sanitary facilities, waste water and urban scale funeral;	DD9
10	Prepare materials for implementation of evaluation and reporting of implementation task;	DD10
11	Carry out other tasks assigned by the head of the facilities field and infrastructure in accordance with the duties and functions.	DD11

(Mayor Regulation 2016a)

#### *4.1.1.5 Operational Cleanliness Sector*

The next work scope is the waste management and transportation. The problem of keeping the city clean is far more complex and baffling than most of our citizens realize. Many of the city officials do not truly realize its magnitude:

they are aware that so many street sweepers, truck drivers, and white wings are on the payroll, but without investigation they naturally assume that the best possible job is being done. A clean city cannot escape favorable notice and comment. It attracts business enterprise and buying consumers. But cleanliness does not just happen, due possibly to a favorable climate or geographic location, or to the fact that the region is or is not a commercial center. Worthwhile results require a study of local conditions, institution of a well-laid plan, and constant attention to the operation of the plan.

The job of the sector is to carry out some of DKRTH's duties in the field of hygiene. Duty and Function details of Cleaning Sector are shown in the Table 4.11 below:

**Table 4.12 Cleanliness Sector Duty and Function**

Cleanliness Sector		
No	Duty	Code
1	Develop and implement program plans and technical guidelines;	DE1
2	Implement coordination and cooperation with agencies and agencies other;	DE2
3	Carry out supervision and control, conduct evaluation and reporting;	DE3
4	Carry out other tasks assigned by the appropriate department head with its duties and functions.	DE4
No	Function	Code
1	Processing of technical permits / recommendations according to their field;	FE1
2	Development of urban hygiene management policy referring to national and provincial policies, in the field of hygiene;	FE2
3	Development of urban sanitation management plan;	FE3
4	Preparation of local regulations based on norms, standards, procedures and criteria (nspk) established by the government and province, in the field cleanliness;	FE4
5	Provision of urban hygiene management services, in the field cleanliness;	FE5
6	Implementation of coordination, cooperation and facilitation with institutions, agencies other and business world and society in the implementation hygiene management;	FE6

7	Maintenance of garbage and heavy equipment transportation facilities;	FE7
8	Provision of technical assistance in the field of cleanliness to districts, sub-districts, and community groups in the city;	FE8
9	Supervision and control over all stages of development management of urban cleanliness;	FE9
10	Implementation of reporting performance reporting performance indicators in strategic planning documents;	FE10
11	Implementation of evaluation and reporting of task implementation;	FFE11
12	Carry out other tasks assigned by the appropriate department head with its duties and functions.	FE12

(Mayor Regulation 2016a)

a. Road Cleaning and Pedestrian Section

Street sweeping is one of the most visible aspects of the DKRTH. Clean streets and gutters give the city an overall clean appearance and aids in helping reduce traffic accidents, pollution and flooding. These efforts are vital in maintaining compliance with the National Strategy. The function are shown in the Table 4.13 below:

**Table 4.13 Road Cleaning and Pedestrian Section Function**

Road Cleaning and Pedestrian Section		
No	Function	Code
1	Prepare management development policy materials city cleanliness refers to national and provincial policies, in the field cleanliness;	DEA1
2	Prepare technical processing materials licensing / recommendation in the field road and pedestrian clearance;	DEA2
3	Development of urban hygiene management policy refers to national and provincial policies in the field of cleaning roads and pedestrians;	DEA3
4	Prepare materials for developing management plans cleanliness of the city;	DEA4
5	Prepare materials for drafting local regulations based on norms, standards, procedures and criteria (NSPC) established by the government and provinces in the field of road and pedestrian cleaning;	DEA5

6	Preparing hygiene management service items on scale city in the field of road and pedestrian cleaning;	DEA6
7	Prepare materials for coordination, cooperation and facilitation with institutions, other agencies and the business community and the community within cleaning of roads and pedestrians;	DEA7
8	Preparing hygiene technical assistance materials to sub-district, districts, and community groups in the city;	DEA8
9	Prepare the control and control of the whole stages of development of urban sanitation management;	DEA9
10	Prepare materials for implementation of evaluation and reporting of implementation task;	DEA10

(Mayor Regulation 2016a)

**Table 4.13 Road Cleaning and Pedestrian Section Function**

No	Function	Code
11	Carry out other tasks assigned by the head of the field cleanliness in accordance with the duties and functions.	DEA11

(Mayor Regulation 2016a)

**b. Waste Transportation Operational and Heavy Equipment Section**

The function are shown in the Table 4.14 below:

**Table 4.14 Waste Transportation Operational and Heavy Equipment Section Function**

Waste Transportation Operational and Heavy Equipment Section		
No	Function	Code
1	Prepare management development policy materials city cleanliness refers to national and provincial policies in the field operational transportation of waste and heavy equipment;	DEB1
2	Prepare materials for developing management plans cleanliness of the city;	DEB2
3	Prepare materials for drafting local regulations based on norms standards, procedures and criteria (NSPC) established by the government an provinces in the operational areas of waste and heavy equipment transportation;	DEB3
4	Preparing urban hygiene management services in the operational areas of waste transportation and heavy equipment;	DEB4

5	Prepare materials for coordination, cooperation and facilitation with institutions, other agencies and businesses and communities within operation of waste transportation and heavy equipment;	DEB5
6	Preparing materials for transportation of garbage and tools weight;	DEB6
7	Preparing hygiene technical assistance materials to sub-district, districts, and community groups in the city;	DEB7
8	Prepare monitoring and control of all stages development of urban sanitation management;	DEB8
9	Prepare materials for the evaluation and reporting of tasks;	DEB9
10	Prepare to carry out other tasks assigned by the head field of cleanliness in accordance with the duties and functions.	DEB10

(Mayor Regulation 2016a)

#### 4.1.1.6 Drainage Cleanliness Technical Implementation Unit

Organizational Structure of Drainage Cleanliness UPTD consists of:

- a. UPTD
- b. Sub Division of Administration
- c. Functional Position Group

Drainage Cleanliness UPTD duty is a partial exercise the duty of the Office in the field of garbage clearance in the drainage. The facility has the following functions listed in the Table 4.15:

**Table 4.15 Drainage Cleanliness UPTD Function**

Drainage Cleanliness UPTD		
No	Function	Code
1	Implementation of UPTD program activities;	DF1
2	Implementation of garbage clearance in the drainage channel;	DF2
3	Implementation of coordination and control of operational activities garbage clearance in the drainage channel;	DF3
4	Implementation of cleanliness preparation;	DF4
5	Implementation of maintenance of hygiene facilities;	DF5
6	Implementation of UPTD administration;	DF6
7	Implementation of evaluation and reporting of UPTD task implementation;	DF7
8	The implementation of other tasks assigned by the Head of Service is appropriate with its duties and functions.	DF8

(Mayor Regulation 2016)

b. Sub Division of Administration

The functions are shown in the Table 4.16 below:

**Table 4.16 Sub Division of Administration Function**

Sub Division of Administration		
No	Function	Code
1	Implement the programming of UPTD activities;	DFA1
2	Carrying out general, financial, household, equipment and equipment;	DFA2
3	Implementing cleanliness, security and order;	DFA3
4	Carry out personnel administration;	DFA4

**Table 4.16 Sub Division of Administration Function (Continued)**

No	Function	Code
5	Implement institutional guidance and management;	DFA5
6	Carry out the preparation of activity reports;	DFA6
7	Perform other tasks assigned by the Head of the UPTD accordingly with its duties and functions.	DFA7

(Mayor Regulation 2016)

*4.1.1.7 Waste Utilization Technical Implementation Unit*

Organizational Structure of UPTD Utilization of Waste consists of:

- a. UPTD
- b. Sub Division of Administration
- c. Functional Position Group

Waste Utilization UPTD is implementing some tasks office in the field of landscaping especially waste utilization. Waste Utilization UPTD has function in the following Table 4.17:

**Table 4.17 Waste Utilization UPTD Function**

Waste Utilization UPTD		
No	Function	Code
1	Implementation of UPTD program activities;	DG1
2	Implementation of waste receipt and recording;	DG2

3	Implementation of sorting, enumeration, sifting and utilization garbage;	DG3
4	Implementation of composting;	DG4
5	Implementation of compost distribution;	DG5
6	Acceptance and facilitation of visits to UPTD;	DG6
7	Implementation of guidance and monitoring of waste management in society;	DG7
8	Implementation of waste management at TPST (Waste Processing Place Integrated);	DG8
9	Implementation of UPTD administration;	DG9
10	Implementation of evaluation and reporting of UPTD task implementation;	DG10
11	The implementation of other tasks assigned by the Head of Service is appropriate with its duties and functions.	DG11

(Mayor Regulation 2016)

a. Sub Division of Administration

The duties are shown in the following Table 4.18:

**Table 4.18 Sub Division of Administration Duty**

Sub Division of Administration		
No	Duty	Code
1	Implement the programming of UPTD activities;	DGA1
2	Carrying out general, financial, household,	DGA2
3	Equipment and equipment;	DGA3
4	Implementing cleanliness, security and order;	DGA4
5	Carry out personnel administration;	DGA5
6	Implement institutional guidance and management;	DGA6
7	Carry out the preparation of activity reports;	DGA7
8	Perform other tasks assigned by the Head of the UPTD accordingly with its duties and functions.	DGA8

(Mayor Regulation 2016)

**4.1.1.8 Liquid Waste Management Technical Implementation Unit**

Liquid waste is the wastewater that is collected from homes, businesses, industries and institutions through vast networks of sewer pipes. Liquid waste is also the rainwater runoff and snowmelt that may be, or may become contaminated by washing and collecting pollutants from streets, lawns and gardens—most of

this runoff enters creeks, rivers and the ocean untreated. Traditionally, liquid waste has been viewed as an unusable output needing collection, treatment and disposal. However, storm water can also be an asset in the natural environment in the form of creeks and other watercourses. Furthermore, as resources world-wide become scarcer and more expensive, liquid waste is increasingly recognized as a resource from which nutrients, energy, and water may be recovered and reused. Resource recovery can help to offset a portion of the costs associated with liquid waste management. In a fully sustainable system, there is no waste—everything is recycled and reused.

The Stool Mud Processing Installation, hereinafter called IPLT, is a wastewater treatment plant designed to receive only mud feces through car or fecal cart (no piping). Fecal mud is the result of the process of decomposition of human feces into the septic tank.

The organizational structure of the IPLC UPTD consists of:

- a. UPTD
- b. Sub Division of Administration
- c. Functional Position Group

The task of UPTD IPLC is to carry out some of the tasks of the Service in the field of waste water management and waste water management.

UPTD IPLC has functions in the following Table 4.19:

**Table 4.19 Liquid Waste Management UPTD Function**

Liquid Waste Management UPTD		
No	Duty	Code
1	Implementation of programming;	DH1
2	Management and maintenance of facilities and infrastructure of flora parks;	DH2
3	Implementation of crop management;	DH3
4	Implementation of UPTD administration;	DH4
5	Implementation of evaluation and reporting of task implementation;	DH5
6	The implementation of other tasks assigned by the Head of Service is appropriate with its duties and functions	DH6

(Mayor Regulation 2016)



a. Sub Division of Administration

The duties are shown in the following Table 4.20 :

**Table 4.20 Sub Division of Administration Duty**

Sub Division of Administration		
No	Duty	Code
1	Develop UPTD planning and activities;	DHA1
2	Carrying out personnel matters;	DHA2
3	Implement organizational coaching and management;	DHA3
4	Carry out financial affairs, household. equipment and equipment and office cleanliness;	DHA4

(Mayor Regulation 2016)

**Table 4.21 Sub Division of Administration Duty (Continued)**

No	Duty	Code
5	Implement coordination of UPTD report preparation;	DHA5
6	Carry out other tasks assigned by the Head of the UPTD accordingly with its duties and functions.	DHA6

(Mayor Regulation 2016)

**4.1.1.9 Recreational Park Technical Implementation Unit**

The organizational structure of Recreational Park UPTD consists of:

- a. UPTD
- b. Sub Division of Administration
- c. Functional Position Group

The task of UPTD Recreation Park is to carry out some of the duties of the council at the field of landscaping especially the management of recreational parks. Recreational Park UPTD has functions in the following Table 4.22:

**Table 4.22 Recreational Park UPTD Function**

Recreational Park UPTD		
No	Function	Code
1	Implementation of UPTD program activities;	DI1
2	Management and maintenance of recreational park facilities and infrastructure;	DI2
3	Implementation of crop management;	DI3

4	Implementation of UPTD administration;	DI4
5	Implementation of evaluation and reporting of UPTD task implementation;	DI5
6	The implementation of other tasks assigned by the Head of Service is appropriate with its duties and functions.	DI6

(Mayor Regulation 2008)

a. Sub Division of Administration

The duties are listed in the following Table 4.23:

**Table 4.23 Sub Division of Administration Duty**

Sub Division of Administration		
No	Duty	Code
1	Implement the programming of UPTD activities;	DIA1
2	Carrying out general, financial, household, equipment and equipment;	DIA2
3	Implementing cleanliness, security and order;	DIA3
4	Carry out personnel administration;	DIA4
5	Carry out UPTD reporting arrangements;	DIA5
6	Perform other tasks assigned by the Head of the UPTD accordingly with its duties and functions.	DIA6

(Mayor Regulation 2008)

*4.1.1.10 Cemetery Technical Implementation Unit*

Cemetery is one of the Surabaya's most important public open spaces. The cemetery location are spread across Surabaya according to the region. The organizational structure of Cemetery UPTD consists of:

- a. UPTD;
- b. Sub Division of Administration;
- c. Functional Position Group.

The task of the UPTD is to carry out some of the duties of the Service in the field cleanliness and green open space especially operational management funeral. UPTD has functions listed in the following Table 4.24:

**Table 4.24 Cemetery UPTD Function**

Cemetery UPTD		
No	Function	Code
1	Implementation of programming of Funeral management activities;	DJ1
2	Funeral management and maintenance of facilities and infrastructure funeral;	DJ2
3	The implementation of funeral activities;	DJ3
4	Implementation of the management and security of the tomb area;	DJ4
5	Implementation of levies and other revenues and deposits to General Cash;	DJ5

(Mayor Regulation 2016)

**Table 4.24 Cemetery UPTD Function (Continued)**

No	Function	Code
6	Implementation of UPTD's administration;	DJ6
7	Implementation of evaluation and reporting of task implementation;	DJ7
8	The implementation of other tasks assigned by the Head of Service in accordance with	DJ8

(Mayor Regulation 2016)

## a. Sub Division of Administration

The duties are listed in the Table 4.25 below :

**Table 4.25 Sub Division of Administration Duty**

Sub Division of Administration		
No	Duty	Code
1	Preparing operational planning and activities;	DJA1
2	Carry out general, financial, household, equipment and equipment;	DJA2
3	Implementing cleanliness, security and order;	DJA3
4	Carry out personnel administration;	DJA4
5	Conducting institutional and management coaching;	DJA5
6	Carry out the preparation of activity reports;	DJA6
7	Perform other tasks assigned by the Head of the UPTD accordingly with its duties and functions.	DJA7

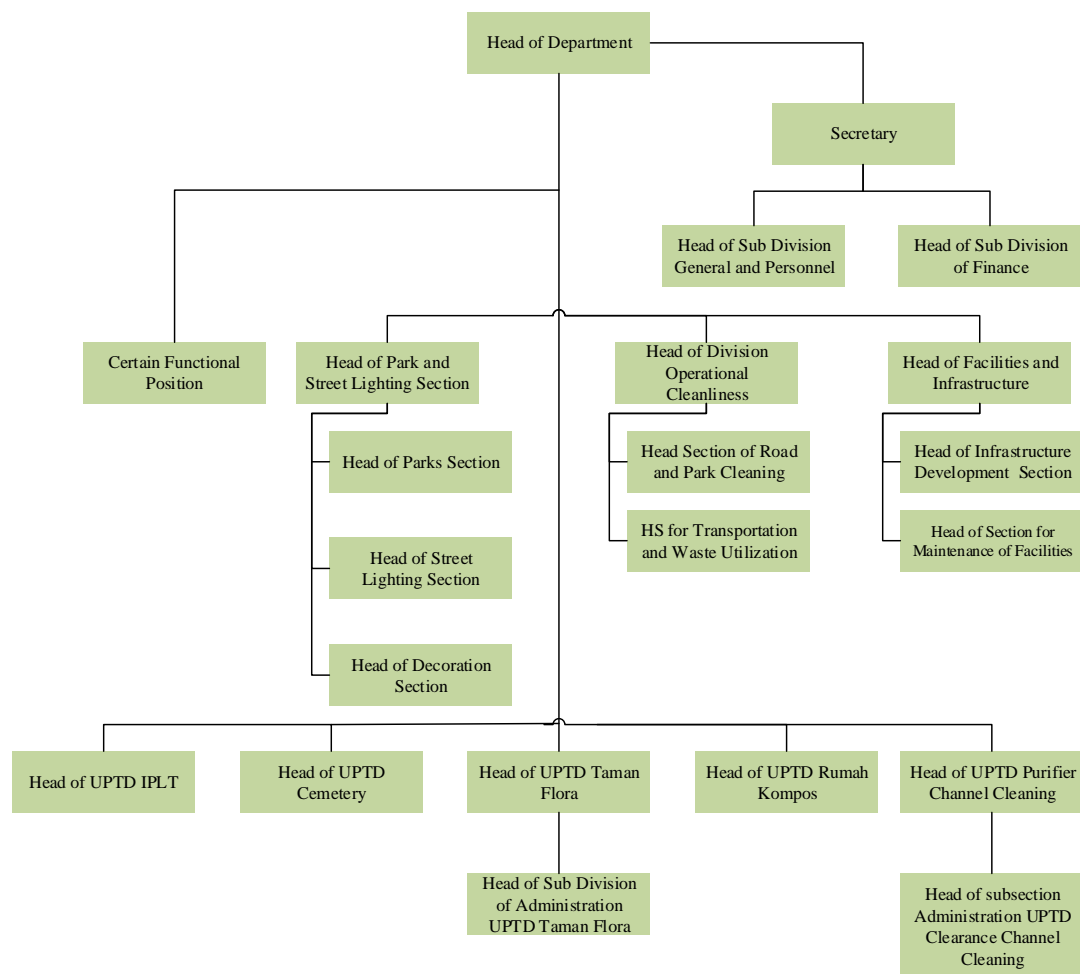
(Mayor Regulation 2016)

#### **4.1.2 Organizational Structure of the DKRTH**

The Organizational Structure of the Cleanliness and Green Open Space Agency consists of:

1. Head of Council;
2. Secretary in charge:
  - a. Sub Division of General and Personnel
  - b. Sub Division of Finance
3. Green Open Space and Street Lighting Sector in charge of:
  - a. Green Open Space Section
  - b. Public Street Lighting Section
  - c. City Decorative Section
4. Facilities and Infrastructure Sector In charge:
  - a. Development Section of Facilities and Infrastructure
  - b. Section of Maintenance of Facilities and Infrastructure
5. Cleanliness Sector in charge of:
  - a. Road Cleaning Section and Pedestrian
  - b. Operational Section of the Transportation of Waste and Heavy Equipment
6. Technical Implementation Unit of the Drainage Cleanliness (Mayor Regulation number 86 year 2016);
7. Technical Implementation Unit of Waste Utilization Service (Mayor Regulation number 87 year 2016);
8. Technical Implementation Unit of the Liquid Waste Processing Installation Service (Mayor Regulation number 88 year 2016);
9. Technical Implementation Unit of Recreational Park (Mayor Regulation number 96 year 2008).
10. Functional Position Group.

More details are illustrated in the Figure 4.1 DKRTH Organization Structure



**Figure 4.1 DKRTH Organization Structure**  
(Source: DKRTH's Book Profile 2017)

Figure 4.1 describes the organizational structure of the Cleanliness and Green Open Space Agency of Surabaya City. It can be seen the highest position held by Head of Council which oversees the Secretary of the Department. The Secretary of the Department oversees two Heads of Sub-Section, namely Head of Sub-Head of Finance and Head of Sub-Division and Staffing. Under these two superiors there are certain functional positions as well three Heads of Sectors directly supervised by Head of Council, but not related directly with the two heads of sub sectors. Head of the Sector is Head of Cleanliness, Head of Facilities and Infrastructure, and Head of Green Spaces and Street Lighting. Each Head of Sector oversees the Section Head, with 2 to 3 sections under Head of Sector.

## 4.2 Resource of Cleanliness and Green Open Space Council

This subchapter will cover the resources owned by the council in the context of human resource as well as the facilities and infrastructure.

### 4.2.1 Human Resources

#### 4.2.1.1 Employee Composition

Overall number of Cleanliness and Green Open Space Council personnel according to the composition of and position in the cleanliness council organization year 2015 is 497 people and up to September year 2016 is 481 people.

#### 4.2.1.2 Employees by Status, Rank, Class and Position

Complete description of staffing in Cleanliness and Green Open Space Council organization by status, rank and class is as shown in Table 4.26 and Table 4.27.

**Table 4.26 Number of Employees in DKRTH Surabaya**

Sector/Field	Civil Servant Category				Regional Honorarium	PP/31
	I	II	III	IV		
Secretariat	6	34	9	2	0	0
Operational	65	131	4	1	14	0
Facilities and Infrastructures	2	9	4	1	0	0
Green Spaces and Street Lighting	7	54	7	1	6	0
Waste Utilization UPTD	6	7	2	0	0	0
Cemetery UPTD	28	50	1	0	5	0
IPLC UTPD	7	5	2	0	2	0
Drainage UPTD	0	1	2	0	0	0
Recreational Park UPTD	0	5	2	0	0	0
Total	121	296	33	5	26	0

(Source: DKRTH's Book Profile 2017)

**Table 4.27 Number of Employees by Position**

Work	Structural Officials	Non-structural Officials
Secretariat	4	49
Cleanliness	3	216
Cleanliness Rayon	-	101
Drainage Cleanliness UPTD	1	2
Facilities and Infrastructures	3	14
Waste Utilization UPTD	1	14
Cemetery UPTD	1	80
IPLC UTPD	1	13
Green Spaces and Street Lighting	4	69
Recreational Park UPTD	1	6

(Source: DKRTH's Book Profile 2017)

#### *4.2.1.3 Employees by Education Level*

Based on the level of education, DKRTH has employees with varying educational backgrounds. Start from elementary school level to undergraduate level. For Elementary School (SD) is amounted to 208 people. For Junior High School level (SMP) it is amounted to 115 people. Senior High School (SMA / SMK) is 278 person. Diploma (D1-D3) is 3 people. Undergraduate Degree (S1) amounted to 33 people and for Graduate Degree (S2) amounted to 9 people. For more details are shown in Table 4.28

**Table 4.28 Number of Employees by Education Level**

Sector//Field	A	B	C	D	E	F
Secretariat	3	6	33	0	7	2
Operational	90	43	76	3	2	1
Facilities and Infrastructures	1	1	7	2	3	2
Green Spaces and Street Lighting	5	8	46	5	10	1
Waste Utilization UPTD	6	1	5	0	2	1
Cemetery UPTD	20	16	46	0	1	1
IPLC UTPD	8	0	6	0	1	0
Drainage Cleanliness UPTD	0	0	1	0	2	0
Recreational Park UPTD	0	2	3	0	2	0
<b>Total</b>	<b>133</b>	<b>77</b>	<b>223</b>	<b>10</b>	<b>30</b>	<b>8</b>

(DKRTH 2016)

A = Elementary School

B = Junior High School

C = Senior High School

D = Diploma

E = Bachelor Degree

F = Graduate Degree

**4.2.2 Assets of Office Owned Equipment**

Based on data held by the Cleanliness and Green Open Space Council, assets owned to support main tasks and functions of the organization are shown in the Table 4.29 and Table 4.30.



**Table 4.29 Total Assets of the Cleanliness and Green Open Space Council**

No.	Asset Name	Total (Unit)
1	Final Waste Disposal	1
2	Temporary Disposal Site (LPS)/Depo	182
3	Garbage Transportation Vehicle (compactor, dump truck, armroll)	155
4	Heavy Equipment (bulldozer. excavator . wheel loader. backhoe loader)	15
5	3R Temporary Waste Disposal (TPS)	2
6	IPLT	1
7	Mini Hydraulic Excavator	2
8	Pedestrian Scrubber Dryer	3
9	Road Sweeper	1
10	Mobile Toilet	7
11	Portable Toilet	20
12	Garbage Enumerator Machine	30
13	Garbage Enumerator Machine (Mobile)	1
14	Water Tank Truck	37
15	Sky Walker Truck	13
16	Vessel Truck	2
17	Pick Up Car	54
18	Compost House	54
19	3-Wheel Motorcycle (Fukuda)	27

(DKRTH 2016)

**Table 4.30 Number of Facilities and Infrastructure Distributed to the Community (2016)**

No.	Asset Name	Total (Unit)
1	Deployed Trash Can (Rubber Tire)	639
2	Deployed Stickered Iron Trash Can	3
3	Deployed Blue and Orange Trash Can	110
4	Deployed Trash Can Cart 120 lt.	161
5	Wheeled Barrel Bin Size 100	100
6	Deployed Wheeled Barrel Bin Size 240	2
7	Deployed Garbage Cart	39
8	Deployed Takakura Basket	553
9	Deployed Composter Barrel	358

(DKRTH 2016)

### 4.3 Achievement of DKRTH

As a city, there has been many achievement achieved by the Surabaya. Surabaya has been received awards and achievements in many aspects and field, started from the transportation, nutrition caring, fire handling, Occupational Safety and Health Administration, Ideal Mother International, environment, and more. Since several years ago, Surabaya constantly been received some awards in the environmental field, as the council who in charge of environmental aspect altogether with other stakeholders, DKRTH is keep continuing make efforts to increase the quality of city's environment. Some paragraphs and sub-chapter below will briefly explain about the awards acquired by the city in the environmental field these past several years.

**Table 4.31 DKRTH and Surabaya Achievement in the National Scale**

No.	Award	Year
1.	Environmental Care Award	2014
2.	Indonesia Green Awards Green City Category	2014
3.	Adipura Kencana Metropolitan City Category	2014
4.	Solid Waste Transportation Award	2015
5.	Adipura Kencana	2015
6.	Adiwiyata Mandiri	2015
7.	Kalpataru	2015
8.	First Winner of Smart City in Environment Sector	2015
9.	Adipura Paripurna	2016
10.	City Sanitation Summit XVI	2016
11.	Adiwiyata Mandiri	2017
12.	Climate Habitation Program	2017
13.	Adipura Kencana for Metropolis City Category	2017
14.	Nirwasita Tantra for Best Regional Environment Management Quality Index Preparation	2017

(Surabaya.go.id 2018)

The awards and achievements in the international scale are shown in the Table 4.32 below.

**Table 4.32 DKRTH and Surabaya Achievement in the International Scale**

No.	Award	Year
1.	Green Building in Surabaya City: ‘ASEAN Center for Energy Award’	2006
2.	Energy Globe	2005
3.	The Green Apple Award for Environmental Best Practice	2007
4.	Dubai International Award for Best Practices to Improve the Living Environment for Green and Clean Initiative Indonesia	2008
5.	Asian Cities of the Future	2009/2010
6.	ASEAN Environment Sustainable City (ESC) Award	2011
7.	The Asian Town-scape Award (Bungkul Park)	2013
8.	Socrates Award “City of the Future”	2014
9.	Best City in the World Nomination	2014
10.	ASEAN Environmentally Sustainable City Award	2014
11.	C 2 C Award of Public Participation Category by Citynet	2014
12.	Sustainable City and Human Settlements Award Global Green City Category	2017

(Surabaya.go.id 2018)

In the several sub-chapters, will be explained about the details of some awards achieved. It aims to give the readers about the overview about awards history and context.

#### **4.3.1 Adipura Kencana**

Adipura Kencana was awarded by Surabaya City Government on June 6, 2014. Vice President Boediono rewards the environmental pioneer leaders on Environment Day, Thursday 5 June 2014. There are dozens of local governments, individuals, and groups that given award by Boediono. One of them is Surabaya Mayor, Tri Rismaharini. Surabaya City awarded Adipura Kencana Metropolitan Category award because the city is considered to be beyond the achievement limit in terms of control of water and air pollution, soil management, climate changes, social, economic, and biodiversity. The mayor stated that the victory is owned by Surabaya residents who work in improving the environment. Community participation in Surabaya makes the river and neighborhood area clean. It is

because the people also work to maintain the city. Surabaya is also clean because of the garbage banks made. The number of waste banks managed by residents in Surabaya may be the largest in Indonesia, which are about 250 waste banks. Surabaya city already got this awards four times in a row. Figure 4.2 shows Surabaya Mayor altogether with the citizen celebrating the Adipura Kencana award.



**Figure 4.2 Surabaya Mayor Celebrating Adipura Kencana Achievement**  
(Surabaya.go.id 2014)

#### **4.3.2 Adipura Paripurna**

Adipura Paripurna is given to the city which judged as success in environment management outright with combining the success of innovation in the economic, tourism, health, community participation, and public services field. This awards was given by the Vice President of Indonesia Republic on July, 22<sup>nd</sup> 2016 in Istana Sri Indrapura, Salak District, and received by Surabaya Mayor, Tri Rismaharini. Figure 4.3 shows the Surabaya Mayor in receiving the awards.



**Figure 4.3 Surabaya Mayor Receiving Adipura Paripurna Award**  
(Surabaya.go.id 2016)

### **4.3.3 Sustainable City and Human Settlements Award Global Green City Category**

Sustainable City and Human Settlements Award is award initiated by The Global Forum on Human Settlements (GFHS). GFHS is a non-profit organization which legally residing in the State of New York, USA. GFHS is a member of the United Nations Global Compact and the United Nations Department of Public Information (UNDPI). GFHS is committed to building a sustainable and growing city. The United Nations Environment Program (UNEP), and the United Nations Human Recovery Program (UN-Habitat) (GFHS 2017).

The Award of "Sustainable Cities and Human Settlements" is an award to the whole world that deals with different goals and objectives. The award ceremony has been successfully held for ten times. Scholarship recipients come from different parts of the world. It has also created a high interactive platform for insiders to share their knowledge and experience, using significant demonstrative effects. This award became more recognized and linked to the United Nations Environment Program (UNEP) and other UN agencies, thereby providing a higher profile for the Millennium Development Goals and Sustainable Development Goals post-2015. Figure 4.4 shows the Surabaya Mayor with the other GFHS awardee.



**Figure 4.4 Surabaya Mayor with the Other GFHS Awardee  
(GFHS 2017)**

#### **4.3.4 ASEAN Environmentally Sustainable City Award**

The ASEAN Environmentally Sustainable Cities (ESC) Award is awarded to recognize exemplary initiatives to keep ASEAN cities clean, green and livable as they continue to grow as centers of economic and industrial activity (ASEAN Environment 2011). Surabaya is considered to have clean air and water and well-maintained urban cleanliness.

The ESC Awards were first awarded to ten cities from ten ASEAN countries in 2008 in Vietnam. The criteria used as the basis for this award are presented to each country. In addition to the ESC Award, awards are also given to cities in ASEAN that meet the criteria of clean water, clean air and cleanliness. Figure 4.5 shows Surabaya Mayor with the other ASEAN Environment Awardee.



**Figure 4.5 Surabaya Mayor with the Other ASEAN Environment Awardee  
(ASEAN Environment 2011)**

#### **4.4 Existing Organization Management Aspect**

In this sub-chapter, will be elaborated the existing management aspect of the council. It is needed to know and make sure the action plan and strategy made will be in line with the medium, long term strategy in the national and regional scale that has already formulated.

##### **4.4.1 Medium Term Objectives and Targets of Cleanliness and Green Spaces Agency**

Objectives are statements about the things that need to be done to achieve vision, carry out missions, solve problems, and addressing the local strategic issues faced. Based on the vision and mission that has been determined, then the goals and objectives of the service to will be achieved by the Cleanliness and Green Spaces Agency of Surabaya City are as follows in the Table 4.33.

**Table 4.33 Goals and Objectives of DKRTH**

Mission	Objective	Goals	Target Indicators	Target
Improve the quality of cleanliness and park management in an integrated manner with the application of information technology efficiently, and environmentally friendly as well as increasing public, private, regional, national and international cooperation	Optimization of community-based integrated sanitation and waste management system with the application of appropriate and environmentally friendly technology	Improve services, facilities, infrastructure and community participation in the management of cleanliness and garbage	a. Improved community based waste management with 3R system b. Percentage of waste treating	30 RT 85 %
Improve green open space management	Improve the management and quality of green spaces	Improve provision and procurement of parks, green lines, and cemeteries	Distribution of green space in each district	31 districts
Improve the quality of street lighting management efficiently with the application of environmentally friendly information technology	Increased network system and quality of street lighting	Optimizing street lighting services evenly and efficiently	Percentage of Street Lighting Service Development	12,11 %

(DKRTH 2016)



There are 3 goals of DKRTH Surabaya, the first one is improving services, facilities, infrastructure, and community participation in cleanliness and garbage management. The indicators are improved community-based waste management with 3R systems targeting 30 neighborhood Association (RTs), and percentage of waste treatment with 85% target.

The second goal is to improve the provision and procurement of parks, green lines, and cemeteries. The indicator is the distribution of green space in each district targeting 31 districts. The last goal is the even and efficient optimization of street lighting services, with indicators of Street Lighting Service Development Percentage (12.11%).

Optimization of cleanliness and solid waste management system integrated community-based with the application of appropriate technology and environmentally friendly objective contributes to DKRTH's first mission, which is Increase quality of cleanliness and landscape management in an integrated manner with implementation information technology, appropriate technology and environmentally friendly and improve public participation, private sector, regional, national and international cooperation. This is because with the optimum hygiene management system and garbage, then the quality of hygiene and landscape management will automatically increasing as well. Application of technology will also help achieve the first mission of the DKRTH.

The second objective is to improve management and quality management RTH will help achieve the mission Improve open space management green. With well-organized and well-organized management, as well as improvements RTH quality, automatic RTH management will also increase. The ultimate goal is the increasing network system and the quality of PJU will help achieve the mission Improve the quality of efficient management of PJU with the application of information technology and environmentally friendly technology. With Improved network and quality of PJU, the efficient management of PJU will achieved.

#### 4.4.2 Strategy and Policy of SKPD

To realize the vision, carry out the mission, achieve goals and objectives which has been established, it takes a strategy in its implementation. Strategy formulation are statements that explain how goals and objectives are targets that will be achieved and further described in a series of policies. Further analysis of correlation accuracy between vision, mission, objectives, goals, strategy and policy in order that the strategy and the policy determined can be in accordance with the vision, mission, goals and objectives.

**Vision:** Maintaining Surabaya Clean, Ecologically Based, with Community Participation and Integrated IT

**Mission 1:** Improving the quality of cleanliness and park management in an integrated manner with the application of information technology, environmentally friendly and appropriate technology, and enhancing public, private, regional, national and international cooperation.

**Table 4.34 Strategy and Policy of DKRTH**

Objective	Goals	Strategy	Code	Policy direction
Optimization of community-based integrated sanitation and waste management system with the application of appropriate and environmentally friendly technology	Improve services, facilities, infrastructure and community participation in the management of cleanliness and garbage	1. To optimize the potential of public and private participation in the development of cleanliness, landscaping and provision of street lighting;	SA1	1. Increasing the role of schools and private offices in waste management 2. Improved 3R based waste management at the RT / RW and sub-districts levels periodically 3. Increase the utilization of appropriate and environmentally friendly waste management facilities (technologically)
		2. Improving the application and development of environmentally friendly technologies;	SA2	
		3. Develop information technology for the efficiency of cleanliness services;	SA3	
		4. Developing the implementation of waste reduction programs;	SA4	
		5. Improve the quality of cleanliness management facilities and infrastructure.	SA5	
Improve the management and quality of green spaces	Improve provision and procurement of parks, green lines, and cemeteries	1. Improve the application and development of environmentally friendly technologies;	SB1	1. Optimizing UPTD and / or rayon that specifically handles green spaces management 2. Provision of adequate budgetary development, operation and maintenance in order to increase the provision of green open space
		2. Develop information technology for the efficiency of field services;	SB2	
		3. Enhance regional, national and international cooperation in the field of landscaping;	SB3	
		4. Improve the quality of facilities and infrastructure of landscape management;	SB4	

**Table 4.35 Strategy and Policy of DKRTH (Continued)**

Objective	Goals	Strategy	Code	Policy direction
Increased network system and quality of street lighting		5. Develop and implement evaluation of policy implementation in the field of landscaping;	SB5	
		6. Conducting development and determination of landscape management instruments.	SB6	
	Optimizing street lighting services evenly and efficiently	1. Improve the quality of facilities and infrastructure of street lighting management;	SC1	1. Implementation of management system in monitoring and maintenance of street lighting in a periodically manner;
		2. Develop and implement evaluation of policy implementation in the field of provision of street lighting;	SC2	2. Provision of street lighting utilities;
		3. Conduct the development and determination of street lighting management instruments.	SC3	3. Use of energy-efficient street lighting.

(DKRTH 2016)

For target Improve services, facilities, and infrastructure as well public participation in the management of cleanliness and garbage, there are five strategies formulated, which are derived from the community's perspective. Fifth strategy is to optimize the potential of community participation and private sector parties in the development of cleanliness, landscaping and provision of street lighting.

Improve the application and development of environmentally friendly technologies; Develop information technology for cleanliness service efficiency; Develop the implementation of waste reduction programs; Improve hygiene management facilities and infrastructure quality. The five strategies will have a good impact and it is intended to make DKRTH could serve the citizens of Surabaya city well.

So does with the second goal, Improving supply and procurement parks, greenways, and cemeteries with six strategies which are also comes from community's perspective. The six strategies are Improving implementation and development of environmentally friendly technology; Develop information technology for the efficiency of field services; Enhance regional cooperation, national, and international in the field of landscape; Improve the quality of facilities

and landscape management infrastructure; Develop and implement evaluation policy implementation in the field of landscaping; and Do development and determination of landscape management instrument. The five strategies will have a good impact and it is intended to make DKRTH could serve the citizens of Surabaya city well.

The last goal is the optimization of street lighting services evenly and efficiently with three strategies which are also derived from the community perspectives. The three strategies are to improve the quality of facilities and infrastructure of street lighting management; Develop and implement evaluation of policy implementation in the provision of street lighting field; and Conducts the development and determination of instruments

#### **4.4.3 Program Plan, Activities, Performance Indicators, Target Groups, and Indicative Funding**

Within the results-oriented Good Governance development framework, and in order to support the achievement of environmental policy and urban utilities, as well as realizing sustainable development, the Cleanliness and Green Open Space Agency of Surabaya City need to compile and establish program and activity plans, performance indicators, target groups, and indicative funding as per priority in RPJMD as well as vision, mission, objectives and goals that have been set. To achieve effectiveness and efficiency within implementation of program and activity plans, drafting and arrangement process should be focused on determining the Key Performance Indicators (IKU) which not only shows the ability of absorption or realization budgets such as perceptions that existed so far. The specified IKU should be able describe and portray the performance of DKRTH Surabaya, and shows the Priority Support Program of SKPD's Vision-Mission.

##### *4.4.3.1 Priority Support Program of SKPD Vision-Mission*

It consists of programs to support the achievement of Mission 1, "Increase quality of cleanliness and green open space management in an integrated manner with implementation of appropriate and environmentally friendly information technology, and improve public participation, private sector, regional, national and international cooperation".

#### **1. City Sanitation Management Program (2016)**

It is one of the programs to maintain and manage cleanliness of Surabaya city that has been and is being run in 2016. Some indicators include the amount of waste that is managed in the landfill, Average Number of Trash Transported from TPS, and Cleanliness Service Coverage. As for the activities are Operational Waste Management, Technical Planning Cleanliness and Gardening, Operational Activities of Compost House Management, Procurement of Facilities and Infrastructure for Waste Management, Operational and Maintenance of Cleanliness Facilities, Operational Activities of Waste Cleaning on Drainage,

Operational Supervision Activities of Sweeping And Garbage Transportation, Operational Activities and Maintenance of IPLT Keputih, Garbage Infrastructure and Facilities Maintenance, Road Plumbing Operations, Operational Activities and Maintenance of Cleanliness Facilities, Cleanliness Post Service Enhancement Activities, Operational Activities of Garbage Transportation, and Increasing Community Participation in Waste Management Activities. This activity will support the achievement of urban sanitation management program based on the three predefined indicators.

## **2. Cleaning Management Program (2017 - 2021)**

It is one of the programs to maintain and manage cleanliness of Surabaya city that will run in 2017 until 2021. Some indicators include Percentage of facility construction waste management which applying 3R technology, Total waste volume transported, Level of community participation growth in cleanliness management. As for the activities are Operational Activities and Maintenance of Compost House Management, Operational Activities of Garbage Transportation, Improved Management Activities of Cleanliness and Gardening, Sweeping Operational Supervision Activities of Roads and Garbage Transportation, Cleanliness Post Service Enhancement Activities, Maintenance Activities of Sweeping Facilities, Transportation of Garbage and Toilets, Operation Activities of Garbage Cleaning on Drainage, IPLT Keputih Operational Activity, Increased Participation Activity Communities in Waste Management, Payment Activities Operation of Waste Processing, Road Cleaning Operational Activities and Pedestrian Path, Development and Provision of Cleaning and Gardening Facilities as well Infrastructure, and Cleanliness and Facilities and Infrastructure Maintenance. This activity will support the achievement of the program city cleanliness management based on the three predefined indicators.

Program to support the achievement of Mission 2, "Improve green open space management ".

## **1. Green Open Space Management Program (RTH) (2016)**

This is one of the programs to improve green open space management of Surabaya city that has been and is being run on 2016. Some of the indicators are Percentage of green open space area which function optimally against the total

area of existing green open space, success percentage of Park Facilities and Green Lanes Maintenance and Procurement, success Percentage of RTH Arrangement, and Percentage of City Decoration Development. As for the activity is Maintenance and Procurement of Parks and Green Lanes, Maintenance and Procurement of Recreational Park Infrastructure, City Decoration Development, RTH Arrangement Activities. This activity will support the achievement of Green Open Space Management (RTH) based on predefined indicators.

## **2. Green Open Space Management and Improvement Program (2017 - 2021)**

It is one of the programs to maintain and manage cleanliness of Surabaya city that will run in 2017 until 2021. Some of the indicators are the growth percentage of maintained and supervised RTH area, Percentage of green space area built and upgraded function, Number of cemetery maintained, Number of parks and green lanes maintained, etc. As for the activity is Maintenance Activities and Provision of Cemetery Facilities and Infrastructure, Maintenance and Provision of Garden and Green Streets Facilities, Park and Green Line Arrangement and etc. This activity will support the achievement of Green Open Space (RTH) Management program based on predefined indicators.

Program to support the achievement of Mission 3, "Improving the quality of street lighting management efficiently with the application of information technology and technology friendly environment".

### **1. Urban Utility Program (2016)**

It is one of the programs to Increase Urban Utility of Surabaya to become better that has been and is being run on year 2016. Some of the indicators include the length of the road already get lighting, Success Percentage of Procurement and Payment of Street Lighting Account, Success Percentage of Public Street Lighting Installation, etc. As for its activities are Procurement and Payment of Street Lighting Account and Installation Activities. This activity will support the achievement of the program based on the Urban Utility indicators has been established.

### **2. Management and Improvement of Street Lighting Services Program (2017 - 2021)**



It is one of the programs to maintain and manage cleanliness of Surabaya city that will run in 2017 until 2021. Some indicators include the length of the road that has been getting lighting, Number of street lighting installed, Number of public roads lighting maintenance, etc. As for the activities are Installation of Street Lighting, Payment of Street Light Account, Public Street Lighting Maintenance, etc. This activity will support the achievement of Urban Utility programs based on that indicator has been established. The funding framework for the program plan, activities carried out by approach estimates of direct expenditure, while for programs, activities of 2016 refers to the RKPD of Surabaya in 2016.

#### **4.4.4 SKPD Performance Indicators Regarding RPJMD Goals and Target**

##### *4.4.4.1 Review of objectives and targets in the initial draft of the RPJMD*

The Cleanliness and Green Open Space Agency has the following objectives:

1. Optimization of integrated cleanliness and waste management system based on the application of appropriate and environmentally friendly technology;
2. Improving the quality of RTH management;
3. Increasing the network system and quality of street lighting;

The objective of formulated SKPD is the city target in RPJMD so that it has been aligned with initial draft RPJMD.

**Objectives 1.** Optimizing integrated sanitation and waste management system which is community based with the application of appropriate and environmentally friendly technology which has indicators percentage of difference waste disposal to landfill, and contributed in service improvement target, facilities and infrastructure, and community participation in cleanliness and garbage management that has indicators of improved community based waste management with 3R system and waste handling percentage.

**Objective 2.** Improve management and quality of RTH has indicators percentage of difference of RTH area built and maintained, and contributed in improving

parks, greenways, cemetery provision and procurement targets, which has an indicator of RTH Spread in each districts.

**Objective 3.** Increasing network system and quality of street lighting has indicator Percentage the length of the road that has been installed street lighting in good condition, and contributed in the target of optimizing street lighting services evenly and efficiently with indicators Percentage of street lighting Service Development. More can be seen in the following Table 4.35.

**Table 4.36 Objectives and Targets in the Initial Draft of the RPJMD**

RPJMD Target	RPJMD Target Indicator	SKPD Goal	Goal Indicator	SKPD Target	Target Indicator
Optimizing integrated sanitation and waste management system which is community based with the application of appropriate and environmentally friendly technology	Percentage of difference waste disposal to landfill	Optimizing integrated sanitation and waste management system which is community based with the application of appropriate and environmentally friendly technology	Percentage of difference waste disposal to landfill	service improvement, facilities and infrastructure, and community participation in cleanliness and garbage management	a. Improved community based waste management with 3R system and b. Waste handling percentage.
Improve management and quality of RTH	Percentage of difference of RTH area built and maintained,	Improve management and quality of green space	Percentage of difference of RTH area built and maintained,	Improving parks, greenways, cemetery provision and procurement	Improve management and quality of green space
Increasing network system and quality of street lighting	Percentage the length of the road that has been installed street lighting in good condition	Increasing network system and quality of street lighting	Percentage the length of the road that has been installed street lighting in good condition	optimizing street lighting services evenly and efficiently	Percentage of street lighting Service Development

(DKRTH 2016)

#### *4.4.4.2 Identification of Service Areas on achieving RPJMD Objectives and Targets*

In order to support the achievement of the goals and objectives of RPJMD Surabaya, the Cleanliness and Green Open Space Agency has the objectives described above, within fulfillment in accordance with the duties of the function of the Cleanliness and Green Open Space Agency will be contributed by each implementer in this case related sectors and UPTDs, shown in the following Table 4.37.

**Table 4.37 Cleanliness and Green Open Space Agency will be contributed by each implementer**

<b>SKPD Goal</b>	<b>Goal Indicator</b>	<b>SKPD Target</b>	<b>Target Indicator</b>	<b>Contribution by Sector</b>
Optimizing integrated sanitation and waste management system which is community based with the application of appropriate and environmentally friendly technology	Percentage of difference waste disposal to landfill	service improvement, facilities and infrastructure, and community participation in cleanliness and garbage management	a. Improved community based waste management with 3R system and b. Waste handling percentage.	a. Contribution directly by Secretariat (participation community enhancement) b. Field Operational Cleanliness (garbage handling percentage) c. Field Facilities and Infrastructure (garbage handling percentage)
Improve management and quality of green space	Percentage of difference of RTH area built and maintained,	Improving parks, greenways, cemetery provision and procurement	Improve management and quality of green space	Contributed by Green Open Space and Street Lighting Sector (sharing 50% against the target city)
Increasing network system and quality of street lighting	Percentage the length of the road that has been installed street lighting in good condition	optimizing street lighting services evenly and efficiently	Percentage of street lighting Service Development	Contribution directly by Green Open Space and Street Lighting Sector

(DKRTH 2016)

Based on the vision, mission, goals, goals, strategies and policies, and plans programs and activities as set out in the previous chapter, are obtained that the performance indicators of Cleanliness and Green Open Space Agency of Surabaya City which refers to and supports the achievement of RPJMD objectives and targets as well Regional Performance Indicators are as follows in the Table 4.38.

**Table 4.38 Performance Indicators on Performance Achievement Performance Government Affairs of Surabaya City**

No	Indicator	Code	Performance Target Every Year					
			2016	2017	2018	2019	2020	2021
1	Amount of waste managed in the landfills	T1	1400 ton/day					
2	Average amount of waste being carried from TPS	T2	3500 m3/day					
3	Cleanliness Service Coverage	T3	187 TPS					
4	Percentage of waste management facility development which using 3R technology	T4	7,69%	15,38%	23,08%	30,77%	38,46%	38,46%
5	Percentage of garbage handling	T5		82.50%	83%	83.50%	84%	84.50%
6	Growth level of community participation in cleanliness management	T6	2,19%	4,37%	6,56%	8,75%	10,93%	10,93%
7	Percentage difference of generation waste to landfill	T7		15.60%	17.20%	18.90%	20.40%	21.90%
8	Percentage of waste transportation from TPS to landfills less than one day	T8	81,62%	82,70%	83,78%	84,86%	85,95%	85,95%
9	Percentage of optimally functioning green open space area against available green open space total area	T9	41,15%					
10	Difference of green space built and maintained area percentage	T10						
11	Percentage of maintained and controlled green open spaces growth	T11	3,66%	5,40%	7,07%	8,68%	10,24%	10,24%

**Table 4.39 Performance Indicators on Performance Achievement Performance Government Affairs of Surabaya City (Continued)**

No	Indicator	Code	Performance Target Every Year					
			2016	2017	2018	2019	2020	2021
12	Percentage of green space area built and functionally improved	T12	34,01%	43,60%	50,76%	56,31%	60,73%	60,73%
13	Distribution of green open space in every District	T13		27 districts	28 districts	29 districts	30 districts	31 districts
14	Duration of blackout street lighting maintenance less than 6 hours	T14	64%					
15	Road length that has already get lighting	T15	2431470 meter					
16	Percentage of road lengths that have been installed PJU in good condition	T16		7.37%	9.90%	12.44%	14.98%	17.51%
17	Percentage of PJU Service Development	T17		2.42%	4.84%	7.27%	9.69%	12.11%
18	Percentage of LED usage for street lighting	T18	13%					
19	Road length that has already get lighting	T19	2480250 m	2540250 m	2600250 m	2660250 m	2720250 m	2780250 m
20	Percentage of energy saving street lighting installation	T20	42,79%	64,49%	74,26%	79,81%	83,39%	85,90%
21	Performance level of success implementation program	T21		100%	100%	100%	100%	100%
22	Level of Satisfaction Service of the Secretariat Regional and SKPD related	T22		90.84%	91.53%	91.96%	92.56%	93.05%



**Table 4.40 Performance Indicators on Performance Achievement Performance Government Affairs of Surabaya City (Continued)**

No	Indicator	Code	Performance Target Every Year					
			2016	2017	2018	2019	2020	2021
23	Index satisfaction SKPD to fulfillment needs and infrastructure offices	T23		62%	64%	66%	68%	70%
24	Percentage of implementation activity against parameter	T24		100%	100%	100%	100%	100%
25	Performance Management of Facilities, Infrastructure, and Administration Office of Regional Devices	T25		100%	100%	100%	100%	100%

(DKRTH 2016)

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## **CHAPTER 5**

### **DATA COLLECTING AND PROCESSING**

In this chapter will be explained about the research data collecting and processing. It contains the data that have already gathered during the research activity as well as the data processing stage. In the data collection section will be presented the reduction of the interview process, literature study, etc. that will be the input of the data processing section. Including in the data processing are the problem analysis lead to a causal relationship and a detailed description of the problem identified.

#### **5.1 Initial Focus Group Discussion**

The initial Focus Group Discussion was done in order to discuss the existing problem in the DKRTH. This process was already done in the second week of the February 2018. The participants were Mrs. Maria Anityasari (Practitioner); some of DKRTH's staffs; and student researcher. The event took place at the Bappeko's official headquarter. Figure 5.1 below shows the initial FGD session at the Bappeko Surabaya.



**Figure 5.1 Initial Focus Group Discussion at Bappeko Surabaya**

The result of the meeting is the identification of the problem in the organization. Furthermore, it had already decided that an organization evaluation should be done in order to solve the problem.

## **CHAPTER 6**

### **ACTION PLAN**

This chapter will consist of the data processing continuation from the previous chapter. The outline of this chapter is the action plan, verification and validation of the action plan constructed.

#### **6.1 DKRTH Work Plan 2018**

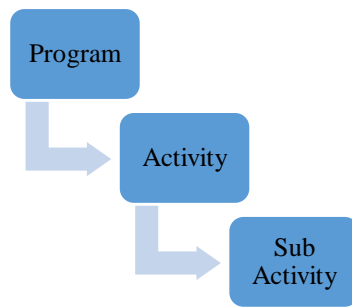
This sub chapter will deliver the existing Work Plan of DKRTH in the year 2018. This aims to know the structure and element inside the work plan to be used in the proposed work plan 2019.

##### **6.1.1 Existing Council Work Plan**



**Figure 6.1 Hierarchy of Strategic Intent**  
(David 2011)

The figure above shows the hierarchy of the strategic intent. The work plan constructed in DKRTH also already follow the theory of strategy management depicted above. The work plan deployed from the DKRH vision, mission, goals, objective, and then the work plan. The work plan consist of element below.



**Figure 6.2 Element of the DKRTH Work Plan**

The PD work plan hereinafter referred to as Renja PD is a document planning for 1 (one) year period. Work Plan is a plan document that contains the programs and activities required to achieve development goals, in the form of regulatory and budget framework. The regulatory framework, is a set of arrangements issued by local governments in the form of legislation to achieve the objectives of development outcomes, as an integral part of regional development efforts as a whole. While the budget framework is the procurement activities plan of goods and services to be funded by APBD to achieve regional development goals. However, in this research, the topic is limited not until the budget framework. In the existing condition, actually there are some linkage input to construct the SKPD Work Plan, they are:

- City Work Plan
- Ministry/Environment Work Plan
- Council Strategic Plan

Therefore, the Work Plan constructed should align with the documents mentioned above.

## **CHAPTER 7**

### **CONCLUSION AND SUGGESTION**

This chapter will cover the conclusion and suggestion of the research and also the report construction. Conclusion is a proposition in the form of sentence that is conveyed taken from several premises (ideas of thought) with the rules of inference. While the suggestion is a solution aimed at solving the problems at hand.

#### **7.1 Suggestion**

The suggestion are based on the receiver. The suggestion are divided to the reader, next researcher, and the organization.

1. For organization/council
  - a. The writer suggest that DKTH can implement the action plan and other recommendation proposed so that the council can d go toward better direction in the operational
2. For government
  - a. The government is better to give support in term of regulation formulation or update that is needed to ease the work of the council.
3. For the next researcher
  - a. Conduct a more intensive data collection and will be better if also completed with community survey.

Conduct a more details verification and validation phase by interviewing the head of sectors and UPTD directly regarding the action plan.

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## ABOUT AUTHOR



Dinda Nurul Fariza was born on September 25<sup>th</sup> 1996 in Surabaya, East Java. The author who is the second child of three brothers was ever educated at SDN Pacarkeling VI Surabaya, SMP Negeri 6 Surabaya, and SMA Negeri 5 Surabaya. For her bachelor degree, in 2014, the author continues her education in Industrial Engineering Department Institut Teknologi Sepuluh Nopember Surabaya. Aside from that, the author also got some chances to become ITS delegation and study abroad in one-semester student exchange program to University Teknikal Malaysia Melaka, Malaysia (2015) and Anadolu University Turkey (2017). During her college life, the author actively participates in international exposure activities, student organization activities, academic activities, and competing in national and international scale. For international exposure, aside from student exchange, in her last year of study, the author also got a chance to represent ITS in Joint Workshop for Global Engineers in Asia (JWGEA) 2018, in Japan. For student organization activities, in her second year of study, the author was chosen as the Deputy Head of Human Capital Department, ITS Student Choir. On her third year, the author included in Literature Review Forum of Industrial Engineering ITS and become the Steering Committee of ITS Student Choir. For competing, some of the awards and honor that have achieved by the authors are Prestative Bidik Misi Student of ITS Surabaya and representing ITS in National Bidik Misi Forum with Mr. Jokowi as President of Indonesia, Mrs Puan Maharani as Menkopemka, Mr. Gatot Nurmantyo as Commander of TNI, and more (2016); Gold and Silver Medalist at Unair National Choir Competition (2016); First Winner Singing Competition in Turkey (2017); Best Speaker of Three Minutes Thesis Presentation (2018); and more.

Started by 2017, the author also became the Assistant of Manufacturing System Laboratory of Industrial Engineering ITS, which has the task to assist the students in understanding the science of Manufacturing System topic. Last but not least, the author also has a high interest in working experience and exposure as she already got some experiences from internship activity in Telkomsel Youth and Community Division (2016) and PT Petrokimia Gresik Procurement Department (2017). If there is something that want to be discussed, the author can be contacted via email to [dinfariza@yahoo.com](mailto:dinfariza@yahoo.com).